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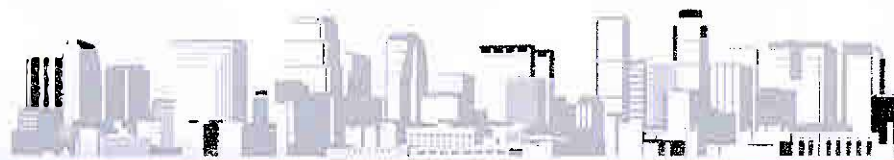
March 18, 2015

TO: Mayor, Michael D. Antonovich
        Supervisor Don Knabe
        Supervisor Hilda Solis
        Supervisor Mark Ridley-Thomas
        Supervisor Sheila Kuehl

        Sachi A. Hamai, Interim Chief Executive Officer

FROM: Dean C. Logan, Registrar-Recorder/County Clerk

VSAP Quarterly Report- 1st Quarter, 2015

The following is the first quarterly update of 2015 detailing project activities and accomplishments during the period of December 1, 2014 - February 28, 2015. These reports are provided to inform your Board and the public on the progress of the Voting Systems Assessment Project (VSAP). This quarterly report is prepared in response to the motion adopted by your Board on September 7, 2010.

On November 21, 2014 we achieved a critical milestone with the execution of our contract with the human-centered design firm IDEO for development of design specifications and prototyping of the proposed Ballot Marking Device and other key components of a new voting system. Key elements of this current phase include developing the specifications for both hardware and software components for the Ballot Marking Device; requirements for a new tally system; a user experience model; ballot design; and technical proofs. These deliverables will move us toward the develop-ment of a Request for Proposals or other open competitive solicitation for the manufacturing of these components; and, ultimately to a systems integration phase that will lead to implementation of a new voting experience in Los Angeles County. The IDEO engagement will span a total of sixteen months during which they will work closely with the Department, our stakeholder community and advisory committees.

Engineering Phase Update

The Department is currently working with IDEO to finalize system requirements for the proposed Ballot Marking Device and supporting systems such as Vote by Mail and Tally. To develop these requirements, IDEO and the Department are meeting with various stakeholders to discuss an array of issues including the regulatory framework, accessibility, usability, security and software

Engineering Phase Update (Cont'd)

compatibility within the County. These meetings include consultation with various members of the VSAP Technical Advisory Committee.

Furthermore, the Department and IDEO hosted a series of architecture and design workshops in January to 1) provide an overview of the agile development process; 2) further discuss the architecture of the voting system; and 3) begin to develop a public relations/media plan. Workshop sessions were attended by members of the VSAP Technical Advisory Committee, Department staff, and IDEO team members and subcontractors. As a result of these workshops, we have developed a baseline understanding of what the system should look like and how it should behave and we have identified next steps in our systems engineering process to test and validate requirements.

In order to begin testing the requirements that emerged from these workshops, IDEO has developed system prototypes and has begun conducting a series of user sessions to test various features and functions of the devices. Project staff attended a user session on February 27, 2015 in which older voters and Spanish-speaking voters were invited to test system usability and accessibility. Additional user testing sessions will be conducted in the next quarter and throughout the engagement, including user testing sessions in Los Angeles in May. We will inform your Board of session details once those are available.

Public and Stakeholder Engagement

The Department continues to actively engage critical stakeholders throughout this engineering process. In this quarter, this includes meeting with partners, attending conferences, engaging VSAP Technical Advisory Committee members, and engaging the public in user testing sessions.

December 9, 2014 Special Election and IDEO engagement
VSAP staff met with IDEO and Digital Foundry (subcontractors) team members to view our elections operations. They visited polling places, viewed opening and closing procedures, as well as the tally process.

December 11, 2014 New Law Conference Presentation
VSAP staff discussed vote center research at the New Law Conference in Sacramento. This conference engages both elected official and election administrators.

January 27, 2015 Agile Development Workshop with IDEO
IDEO hosted a workshop on agile project development and processes with the Department.

January 28-February 1, 2015 Architectural Workshops with IDEO
The Department hosted a series of workshops with key staff, IDEO, and Technical Advisory Committee Members. These meetings were integral in the process of furthering the project and discussing proposed design elements.

Public and Stakeholder Engagement (Cont'd)

February 27, 2015 User Testing Session

A full-day of user sessions to test the usability and accessibility of the latest versions of the Ballot Marking Device prototype was conducted in IDEO's Palo Alto office. Approximately 50 voters representing older voters, Spanish-speaking voters, new voters and long-time voters were invited to participate in the study.

About the VSAP

Launched in September 2009, the Voting Systems Assessment Project (VSAP) was developed by the Department in response to the growing voting system needs and challenges faced by the County. While the County's current voting system has served the voters of Los Angeles County with accuracy and integrity, the design of these systems and the age of their technology do not offer the technical and functional elasticity necessary to continue to accommodate the growing and increasingly diverse electorate.

The size and diversity of Los Angeles County and the limited voting systems market, however, make it almost impossible to reasonably consider a commercial off-the-shelf voting system solution. Any voting system solution will entail a significant development or customization process in order to satisfy the County's needs, General Voting System Principles and technical requirements.

In response to these needs and challenges, the VSAP takes an unprecedented and comprehensive approach at modernizing the County's voting system. The vision of the project is to implement a voting system through a transparent process that takes into account the needs and expectations of current and future Los Angeles County voters. The VSAP aims at achieving three goals in this process: 1) give current and future Los Angeles County voters an unprecedented opportunity to participate in the assessment and development process; 2) increase voter confidence in the electoral process through the participatory structure of the project; 3) synthesize public input and research to acquire or develop a new voting system for the County.

Stay Connected

More information regarding the Voting System Assessment Project (VSAP) is available to the public online at www.lavote.net/voter/vsap and on the project's Facebook page. The pages on our website and on Facebook are frequently updated with news and information and are a great way to stay connected with the progress of the project between quarterly reports. We strongly encourage public input throughout the process and look forward to continuing to work with your board on this critical project. If you have any questions please contact Monica Flores, VSAP Project Coordinator at (562) 345-8372 or via email at mflores@rrcc.lacounty.gov.

DI:fp

Dean C. Logan
Registrar-Recorder/County Clerk

June 18, 2015

TO: Supervisor Michael D. Antonovich, Mayor
                Supervisor Don Knabe
                Supervisor Hilda Solis
                Supervisor Mark Ridley-Thomas
                Supervisor Sheila Kuehl

                Sachi A. Hamai, Interim Chief Executive Officer

FROM: Dean C. Logan, Registrar-Recorder/County Clerk

VSAP Quarterly Report – 2nd Quarter, 2015

The following is the second quarterly update of 2015, detailing project activities and accomplishments during the period of March 1, 2015 - May 31, 2015. These reports are provided to inform your Board and the public on the progress of the Voting Systems Assessment Project (VSAP). This quarterly report is prepared in response to the motion adopted by your Board on September 7, 2010.

During this reporting period, the Department continued to refine the design towards a final concept by engaging voters, subject matter experts and other key stakeholders. As the system continues to be refined, we have initiated the documentation of draft design and engineering specifications. These specifications are critical and necessary for the next phase of the project, the manufacturing and certification of the final system design.

Engineering System Development Update

IDEO, our partner in our System Engineering Phase, continues to gather feedback on the proposed ballot marking device and supporting systems/processes. This feedback is used to refine the concepts to better meet the needs of all users with specific emphasis on suability for voters and election workers. Feedback is gathered through user testing where voters interact directly with early generation system prototypes as well as through discussion with subject matter experts and community advocates who are a part of the VSAP Advisory Committee and the VSAP Technical Advisory Committee.

User Testing

We, in conjunction with IDEO have conducted a series of user testing sessions to test various features and function of the latest iteration of the ballot marking device. During these user testing sessions, voters were asked to simulate the marking and casting of a ballot using a system prototype. Participants were observed during the process and were asked to provide feedback during a short interview. This qualitative research allowed us to learn more about how individuals interact with proposed system features and functions and how users feel about the general experience.

During this reporting period, there were eleven user testing sessions conducted. Sessions took place throughout Los Angeles County and in the San Francisco/Palo Alto area where IDEO offices are located. The sessions focused on the following features of the prototypes: a touchscreen interface, audio user interface, sample keypads, voting in a language other than English, switching between languages during the voting process, privacy and security of the voting booth, storage, transportation, set up and break down of the voting booth, and various other features/functions. A variety of participants were engaged in each user testing session. These participants consisted of, but were not limited to: people from a variety of age groups, people whose primary language is Spanish and/or Korean, persons with physical and/or cognitive disabilities, and military veterans.

VSAP Advisory and Technical Advisory Committee Meeting

In order to further assist with refining the prototype system components, IDEO and the Department met with the VSAP Advisory Committee and Technical Advisory Committee in April. Advisory Committee members provided feedback on the latest iteration of the ballot marking device and provided recommendations for further testing and refinement of the system. The Technical Advisory Committee meeting involved detailed discussions of technical and feasibility issues, and identified where research was still needed. Topics such as ballot size, paper type, and printing method were examined at length and many recommendations were received.

Funding

The Department submitted a request to the Voting Modernization Board (VMB) for approval of the use of Voting Modernization Bond Act (Prop 41) monies to fund the continued development of the ballot marking device and supporting systems. On June 2, 2015, the VMB approved the request and

authorized $11,085,765 for the completion of the current system design and engineering phase[1]. The funds are distributed as a 3:1 match and take into consideration previous VSAP expenditures for the matching ratio. After disbursement of these funds, the Department will have a remaining balance of approximately $37.9 million in Voting Modernization Bond Funds available for the continued development and manufacturing of the system.

Public and Stakeholder Engagement

During this period, the Department continued to meet with the public and stakeholders via engaging the VSAP Technical Advisory Committee, VSAP Advisory Committee, and hosting user testing with participants from a variety of backgrounds.

March 3, 2015 – IDEO Visits Polling Locations
Several polling locations were visited in Santa Clarita, Lancaster, and Palmdale to continue to learn about voter and pollworker processes and procedures during Election Day. Opening and closing procedures as well as voters checking in and casting ballots were observed.

March 9, 2015 –User Testing Sessions for Seniors and Spanish-speakers
We engaged 57 participants using three voting systems, two experimental prototypes, and one comparison system (InkaVote). Participants included a range of individuals varying in age, ethnicity, and language capabilities with a focus on senior citizens and voters whose primary language was Spanish. A full report of research findings is available on our website.[2]

March 26, 2015 – IDEO Inspiration Research: visually-impaired
We engaged 5 participants with varying degrees of visual impairments (from low vision to completely blind) and varying levels of proficiency with technology to further refine and expand on usability and accessibility of the device. Participants engaged with an early prototype of the audio user interface and various tactile key pads. A full report of research findings is available on our website.[3]

April 14, 2015 – VSAP Advisory Committee Meeting
VSAP team members, IDEO, and the VSAP Advisory Committee met for a half-day to discuss the latest ballot marking device prototype and reviewed further refinements for the next iteration of concepts. Members were presented the concepts and information on how the concepts were derived. A copy of the presentation discussed during this meeting is available on our website[4].

April 17, 2015 – VSAP Technical Advisory Committee Meeting
VSAP team members, IDEO, and VSAP Technical Advisory Committee members met at IDEO offices in Palo Alto to discuss the latest design directions. Members were presented with system prototypes and engaged in a discussion to provide feedback. A copy of the presentation discussed during this meeting is available on our website[5].

April 29, 2015 –User Testing Session for Election Staff
We conducted three user testing sessions. One session with each of the following groups: Los

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[1]
http://lavote.net/Documents/vsap/press_room/_06102015_Authorization%20of%20Funding%20Award%20Package.pdf

[2] http://www.lavote.net/Documents/vsap/Research%20Report%20March%202015%20V1.5.pdf

[3] http://www.lavote.net/Documents/vsap/Audio%20Inspiration%20Report%20V1.5.pdf

[4] http://lavote.net/Documents/vsap/VSAP_AC_VotingExp_VSAP_FINAL_03.pdf

[5] http://lavote.net/Documents/vsap/VSAP_TAC-update_2015-04-21_v02_small.pdf

Angeles County poll workers, poll worker trainers, and election operations staff. The feedback received was used to further refine the design of the system. These sessions focused on the storage, transportation, set up and break down of the devices. Once finalized, a full report of research findings will be posted on the Department website.

<u>May 6, 2015 – Meeting with Supervisor Sheila Kuehl</u>
VSAP team members met with Supervisor Sheila Kuehl to provide an executive overview of the VSAP and demonstrate an early generation prototype of the ballot marking device.

<u>May 7, 2015 – Meeting with Supervisor Hilda Solis</u>
VSAP team members met with Supervisor Hilda Solis to provide an executive overview of the VSAP and demonstrate an early generation prototype of the ballot marking device.

<u>May 26, 2015 –User Testing Session for Seniors</u>
We engaged 27 voters from Los Angeles County at the Altadena Senior Center to test the latest version of the ballot marking device. During this session, participants provided feedback on the system's usability, accessibility, privacy and overall experience.

<u>May 28, 2015 –User Testing Session for Military Veterans and Individuals with Disabilities</u>
We engaged 40 veterans and individuals with disabilities at the Bob Hope Patriotic Hall in downtown Los Angeles. During this session, participants provided feedback on the system's accessibility features and overall usability and privacy of the experience.

<u>May 28, 2015 –User Testing Session for Spanish-speakers</u>
We met with 39 voters in Huntington Park at the Old Timers Foundation to test the latest prototype iteration with a focus on individuals whose primary language is Spanish. During this session, participants provided feedback on the system's Spanish language user interface and audio ballot as well as general system usability, accessibility, and privacy.

<u>May 30, 2015 –User Testing Session for Korean-speakers and Young Voters</u>
We met with 35 voters at the Korean Resource Center in downtown Los Angeles. Focus for this session included young voters and voters whose primary language is Korean. Voters provided feedback on the systems Korean language user interface and audio ballot as well as general system usability, accessibility, and privacy.

<u>May 30, 2015 –User Testing Session for a Mixed Demographic</u>
We met with 39 voters of varying demographics at the Registrar-Recorder/County Clerk's office in Norwalk. Users in this session included a diverse group of individuals representing various age groups, literacy levels, cognitive disabilities and ethnic groups. During this session, participants provided feedback on the system's usability, accessibility, privacy and overall experience.
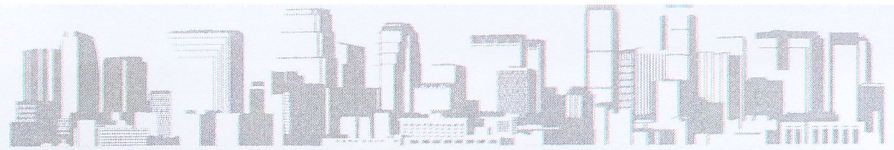
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Dean C. Logan
Registrar-Recorder/County Clerk

October 2, 2015

TO: Supervisor Michael D. Antonovich, Mayor
                     Supervisor Hilda L. Solis
                     Supervisor Mark Ridley-Thomas
                     Supervisor Sheila Kuehl
                     Supervisor Don Knabe

                     Sachi A. Hamai, Interim Chief Executive Officer

FROM: Dean C. Logan, Registrar-Recorder/County Clerk

VSAP Quarterly Report – 3rd Quarter, 2015

The following is the third quarterly update of 2015, detailing project activities and accomplishments during the period of June 1 - August 31, 2015. These reports are provided to inform your Board and the public on the progress of the Voting Systems Assessment Project (VSAP). This quarterly report is prepared in response to the motion adopted by your Board on September 7, 2010.

During this reporting period, the Registrar-Recorder/County Clerk (Department) continued to refine the design specifications for a final model of the Ballot Marking Device (BMD) and associated system features engaging key stakeholders, organizations, committees and the public. These past months we met with subject matter experts in technology to discuss the design and technical direction of the voting system components. These steps will bring us closer to the next phase of the VSAP, which will be manufacturing the final design and, ultimately to a systems integration phase that will lead to implementation of a new voting experience in Los Angeles County.

Engineering System Development Update

We have further refined the Ballot Marking Device and developed an appearance model as a result of feedback gathered during user testing sessions and advisory committee meetings. Information was collected during user testing hosted throughout Los Angeles County on May 26, May 28, and May 30, 2015. The user testing results helped guide the construct of the updated appearance model and further developed the specifications for the Ballot Marking Device.

User Testing Results

We conducted a series of user testing sessions to test various features and functions of the latest iteration of the Ballot Marking Device. During these user testing sessions, voters were asked to simulate the marking and casting of a ballot using a system prototype. Participants were observed during the process and were then asked to provide feedback during a short interview. This qualitative research allowed IDEO to learn more about how individuals interact

with the proposed system features and functions and how users feel about the general experience.

The results from the user testing led to the development of the appearance model. Research findings are available on the Department website: http://www.lavote.net/vsap/research.

Stakeholder Committees

In order to further assist with refining the prototype of the voting system, IDEO and the Department met with the VSAP Advisory Committee, VSAP Technical Advisory Committee, Community and Voter Outreach Committee (CVOC) and Voting Accessibility Advisory Committee (VAAC) in June and July. VSAP Advisory Committee members provided feedback on the latest appearance model and discussed considerations to further refine the system.

The VSAP Technical Advisory Committee meeting involved detailed discussions of technical and feasibility issues, and identified areas that need further research. Issues such as ballot size, paper type, printing method, and many other specifications were examined at length and many recommendations were received. CVOC and VAAC members also provided feedback on the prototype voting device for IDEO and the Department to take into consideration moving forward.

Open Source/Intellectual Property Workshop

On July 29, 2015, the VSAP Technical Advisory Committee members, representatives from CIO, County Counsel and Department staff participated in a workshop, led by Gartner, to learn about open source software. The topics included were Intellectual Property, licensing, strategies for software asset management, and costs of ownership. This is just the first of various conversations that will occur to determine the best strategy for protecting the transparency, accessibility, and security of the new system.

Vote By Mail Workshop and User Testing

Vote By Mail is an important component of the County's voting system. As we continue to redesign the voter experience to create an optimal experience for voters, it is important that we include Vote By Mail in that new vision. Currently, approximately 32% of County voters are permanent Vote By Mail voters. Furthermore, the Department anticipates growth in the number of Vote By Mail voters, due to voting trends across the Country as well as due to the impact of legislative reforms such as SB 450.

In order to begin the redesign of the Vote By Mail system, the Department conducted a Vote By Mail workshop on August 27, 2015. IDEO presented a proposed Vote By Mail ballot design for review. Several members from the Department's Vote By Mail Section were in attendance and provided significant input on the design and its possible impact to the current process.

The Department is currently preparing to conduct user testing on the proposed Vote By Mail ballot design. The research will gather qualitative data on the usability and overall voting experience using the new design. New and permanent Vote By Mail voters will be invited to participate in the research which will commence in the coming months.

Public and Stakeholder Engagement

During this period, the Department continued to meet with the public and stakeholders via engaging the Community and Voter Outreach Committee (CVOC), Native American Veterans Association (NAVA), Voting Accessibility Advisory Committee (VAAC), VSAP Technical Advisory Committee, and VSAP Advisory Committee.

> June 10, 2015 – Community and Voter Outreach Committee (CVOC)
> VSAP team members met with CVOC to provide a status update. The VSAP team presented the updated prototype Ballot Marking Device and discussed the results of the user testing sessions that occurred in previous months.

> June 13, 2015 – Native American Veterans Association (NAVA)
> VSAP team members met with NAVA to provide a status update. The VSAP team presented the updated prototype Ballot Marking Device and discussed the results of the user testing sessions that occurred in previous months.

> June 18, 2015 – Voting Accessibility Advisory Committee (VAAC)
> VSAP team members met with VAAC to provide a status update. The VSAP team presented the updated prototype Ballot Marking Device and discussed the results of the user testing sessions that occurred in previous months.

> July 23, 2015 – VSAP Advisory Committee
> The VSAP Advisory Committee, VSAP team, and IDEO met for a full day to discuss the results of the user testing sessions and latest developed Ballot Marking Device model. Members were presented the results and appearance model and explained how the appearance model was created.

> August 28, 2015 – VSAP Technical Advisory Committee
> VSAP team members and IDEO provided an update of the new voting system to the VSAP Technical Advisory Committee members. There was a discussion regarding the results of the user testing sessions, the updated appearance model, and hardware and software specifications.

Financial Report

As of August 17, 2015, the Department has paid the amount of $9,420,000 to IDEO in the current contract. The total contract amount is $13,648,000. Contract deliverables are submitted to the Department as the project progresses. The most recent deliverables include the BMD User Interface "Looks Like/Works Like" Final Prototype, Interactive Sample Ballot Solution Prototype and the Functional Prototypes Source Code.

As was referenced in its October 14, 2015 Board letter, the Department sought reimbursement of the IDEO contract and related pre-manufacturing activities through the use of Proposition 41 Voting Modernization Bond (VMB) Act funds based on the clarifying language passed in County-supported Senate Bill 360 in 2013. While the Department received approval of this funding request, it was later withdrawn by the VMB based on legal interpretations on the use and distribution of the bond funds for research and development activities separate and apart from the actual purchase of certified voting equipment.

The Department is working closely with the Office of the Secretary of State (SOS) on further clarification on the State and federal funding issues and is also involved in constructive conversations with the U.S. Election Assistance Commission (EAC) with regard to use of federal Help America Vote Act (HAVA) funding for this current phase in lieu of Prop 41 funding.

It is important to note that the issue here is one of scope and timing and not of allocation. Both the Prop 41 bond funds and the allocation of federal HAVA funds to the County remain intact. The nature and approach the County has taken with the project requires further procedural and policy clarification to ensure the timing and distribution of those funds is handled properly and that it is appropriately auditable.

It is still expected that the County will receive reimbursement for a significant share of these expenses; however the timing and the specific source of allocation is still being worked out. We continue to have strong support and cooperation from both the SOS and EAC in this regard.

Media Coverage

The VSAP has generated a great amount of media attention. The project has been highlighted in the National Media as well as in local publications. Articles have focused on the County's innovative approach to implementing a new technology and improving the voter experience.

During this reporting period, the developing voting system has appeared in the following media articles:

August 7, 2015 - What L.A. County Is Doing to Make Voting Suck Less
http://www.citylab.com/cityfixer/2015/08/what-cities-are-doing-to-make-voting-not-suck/400637/

July 15, 2015 - Tech Overhaul to Help Los Angeles Improve Voting Experience
http://www.govtech.com/dc/articles/Tech-Overhaul-to-Help-Los-Angeles-Improve-Voting-Experience.html

July 15, 2015 - Can LA County solve America's voting problem?
http://www.laobserved.com/archive/2015/07/can_la_solve_americas_vot.php

July 14, 2015 - Los Angeles is Redesigning The Voting Experience To Be Not Awful
http://www.gizmodo.in/news/Los-Angeles-Is-Redesigning-the-Voting-Experience-To-Be-Not-Awful/articleshow/48062933.cms

July 14, 2015 - Voting in Los Angeles is about to get a lot cooler
http://la.suntimes.com/la-news/7/88/325013/los-angeles-county-voting-system-upgrade

July 11, 2015 - In Los Angeles, Voting Is Getting the Silicon Valley Treatment
http://www.bloomberg.com/politics/articles/2015-07-11/in-los-angeles-voting-is-getting-the-silicon-valley-treatment

June 13, 2015 - Los Angeles County voting to shift from inkblots to open source
http://arstechnica.com/tech-policy/2015/06/los-angeles-county-moves-to-open-source-voting-technology/

June 1, 2015 - New High-tech voting "Touch screen" system appears in Koreatown
http://www.koreadaily.com/news/read.asp?page=10&branch=NEWS&source=&category=
society&art_id=3421325

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Additionally, attached to this report is the new issue of the VSAP Quarterly Newsletter which is produced to keep the VSAP Advisory Committee and VSAP Technical Advisory Committee updated on project developments. This newsletter provides milestones and status updates as the project progresses. In this issue you will find a detailed discussion of the user testing research results, community engagements, committee activities, media coverage and special events.

If you have any questions please contact me directly or your staff may contact Jeramy Gray, Assistant Registrar-Recorder/County Clerk at (562) 462-2714 or via email at jgray@rrcc.lacounty.gov.

dl:fp
Attachment

VOTING SYSTEMS ASSESSMENT PROJECT

Quarterly Newsletter

September 2015   **Volume 1, Number 2**

CONTACT US

http://lavote.net/vsap/newsroom

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MESSAGE FROM DEAN

This year, we commemorate the 50th Anniversary of the Voting Rights Act of 1965. This anniversary reminds us of the importance of creating an accessible, transparent and trustworthy voting process as we develop the County's new voting system. The future of voting depends on the ability of this system to adapt to the demands of a diverse electorate, and ensuring that the act of voting remains a fundamental right of every citizen.

We have made great strides in the development of a new voting system for Los Angeles County voters in the past few months. The user testing research results gave us significant insights into voting behavior of the County's electorate. As a result, the Ballot Marking Device (BMD) and Interactive Sample Ballot (ISB) were updated to accommodate suggestions and ideas from key stakeholders, especially the voters.

In this newsletter, we provide you with the latest VSAP developments and milestones that have occurred since the previous issue of this quarterly newsletter. Among these are updates on system engineering, results from the user testing research, a new design concept for Vote By Mail, community engagement, media coverage, and other project-related activities.

DEAN C. LOGAN
Registrar-Recorder/County Clerk
Los Angeles County

SYSTEM ENGINEERING UPDATE

The Los Angeles County Registrar-Recorder/County Clerk (RR/CC) and IDEO conducted a series of user testing sessions in May to test various features and functions of the proposed voting system at multiple locations throughout Los Angeles County. An important part of the process is incorporating feedback from various sectors and using this in refining the prototype. The photo below shows the most recent appearance model. A full report on the BMD Appearance Model is available on our website at http://www.lavote.net/Documents/vsap/5.2%20BMD%20appearance%20model.pdf

WHAT WE LEARNED FROM THE RESEARCH

In this section, you will find some of the important findings from the extensive user testing conducted by the RR/CC and IDEO. With the help of our partner organizations, the Korean Resource Center, League of Women Voters, National Association of Latino Elected and Appointed Officials (NALEO), the Department of Military and Veterans Affairs and the Department of Community and Senior Services, we were able to get representatives from diverse backgrounds to participate in the research. If you would like to see the full research findings, visit the VSAP website at http://www.lavote.net/Documents/vsap/LA%20Research%20Report_final_sl_v05.pdf
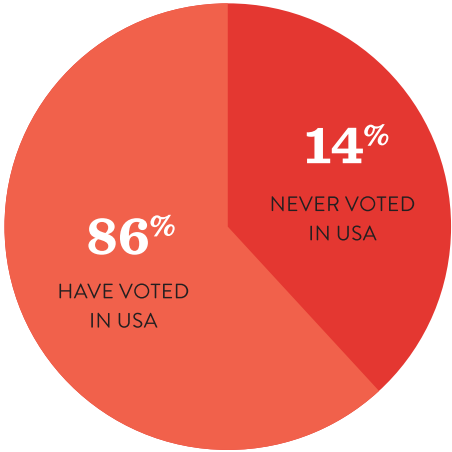
Participants

167 individuals participated in the user testing sessions. The following charts show the demographic characteristics of the participants. The data shows the sample population's gender, race/ethnicity, access challenge, age, financial situation, and educational attainment. It also includes their access to technology including computer and mobile phone usage.
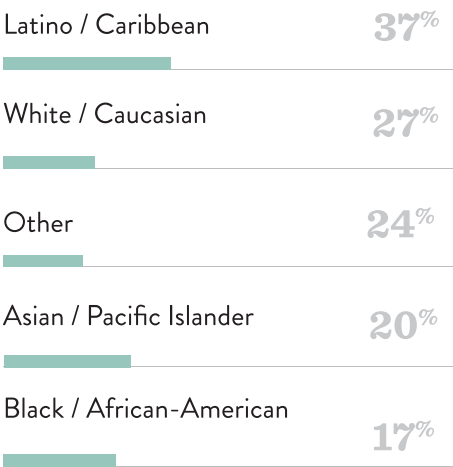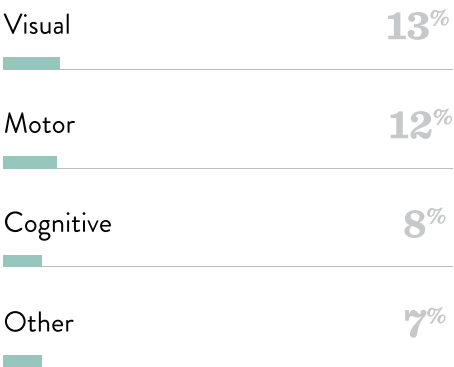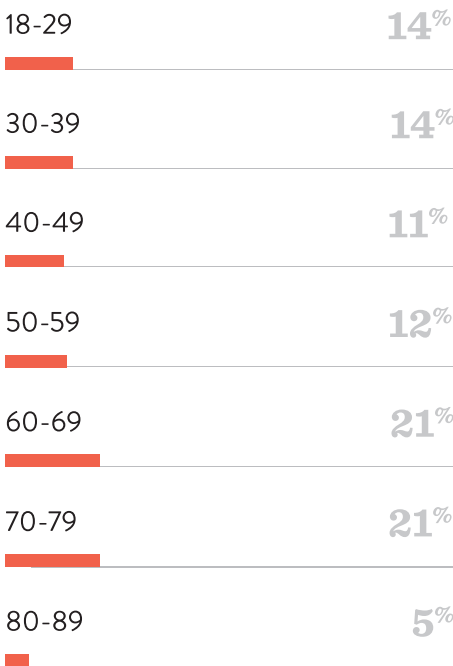
GENDER

58% FEMALE

41% MALE

1% TRANS-GENDER

VOTING EXPERIENCE

14% NEVER VOTED IN USA

86% HAVE VOTED IN USA

RACE / ETHNICITY

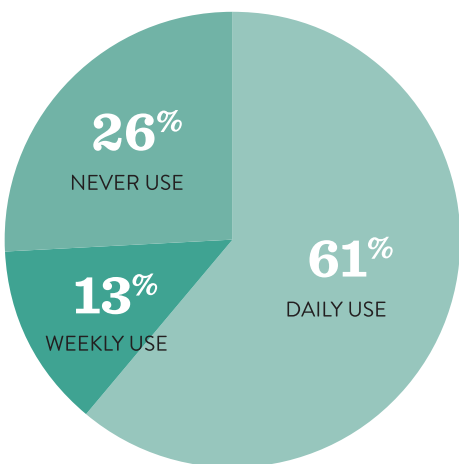|	
Latino / Caribbean	37%
White / Caucasian	27%
Other	24%
Asian / Pacific Islander	20%
Black / African-American	17%

Results add up to greater than 100% as several participants reported mixed racial/ethnicity.

ACCESS CHALLENGE

Visual	13%
Motor	12%
Cognitive	8%
Other	7%

AGE

18-29	14%
30-39	14%
40-49	11%
50-59	12%
60-69	21%
70-79	21%
80-89	5%

COMPUTER USAGE

26% NEVER USE

13% WEEKLY USE

61% DAILY USE

MOBILE PHONE USAGE

19% RARELY CALL

45% MANY APPS

36% TEXTS / CALLS

FINANCIAL SITUATION

Not enough for basics like food — **2%**

Not enough for bills — **2%**

Living month-to-month — **22%**

Enough but need to save more — **29%**

Comfortable with a little left over to save — **33%**

Very comfortable & splurge — **12%**

EDUCATIONAL ATTAINMENT

No formal schooling — **0%**

1-8 Grade — **9%**

9-12 Grade — **6%**

High school — **7%**

Associates or Bachelors — **35%**

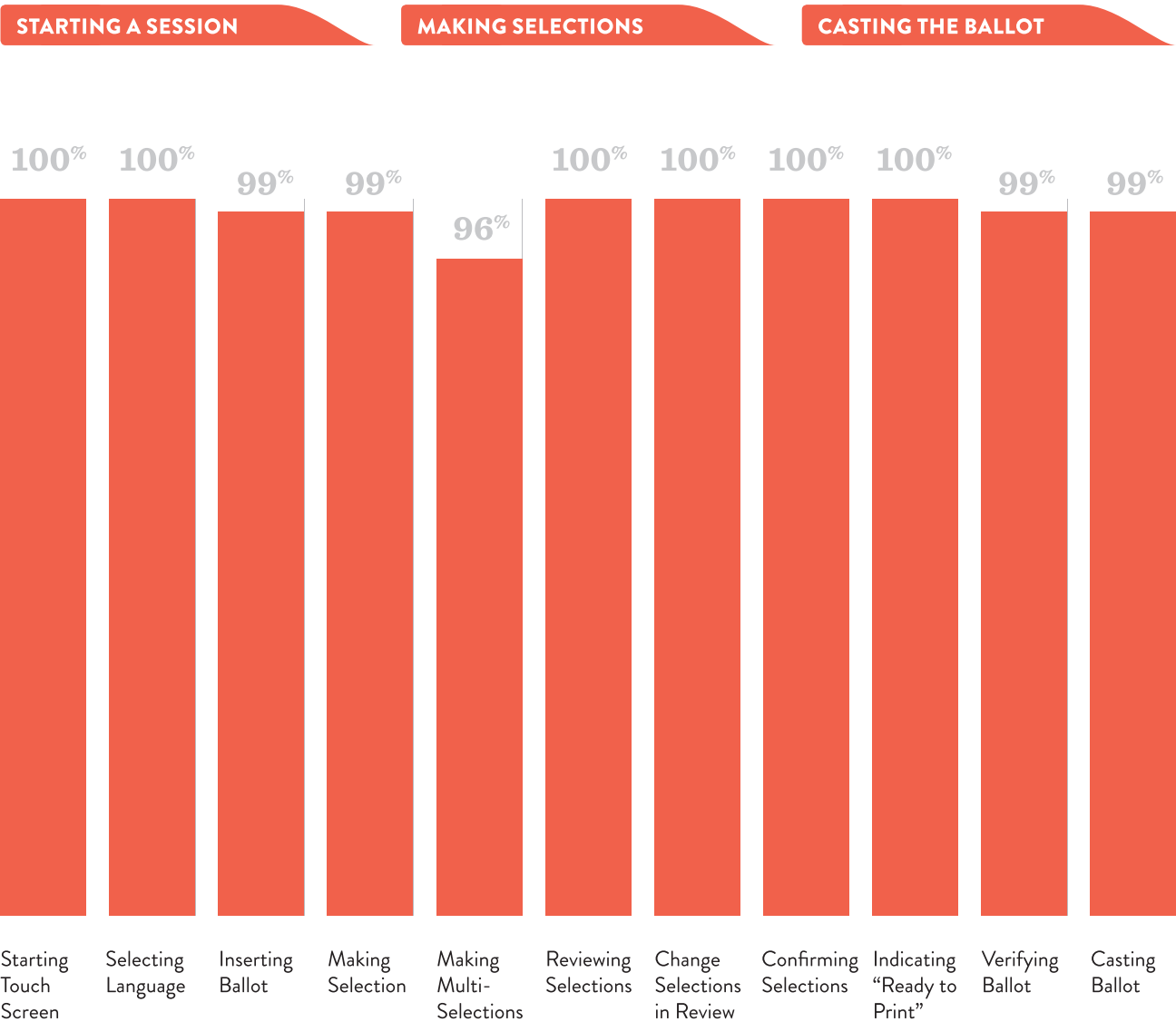Masters — **16%**

PhD or professional — **8%**

> " *I am a veteran of two wars and this is the first time the government has ever asked my opinion on something.* "
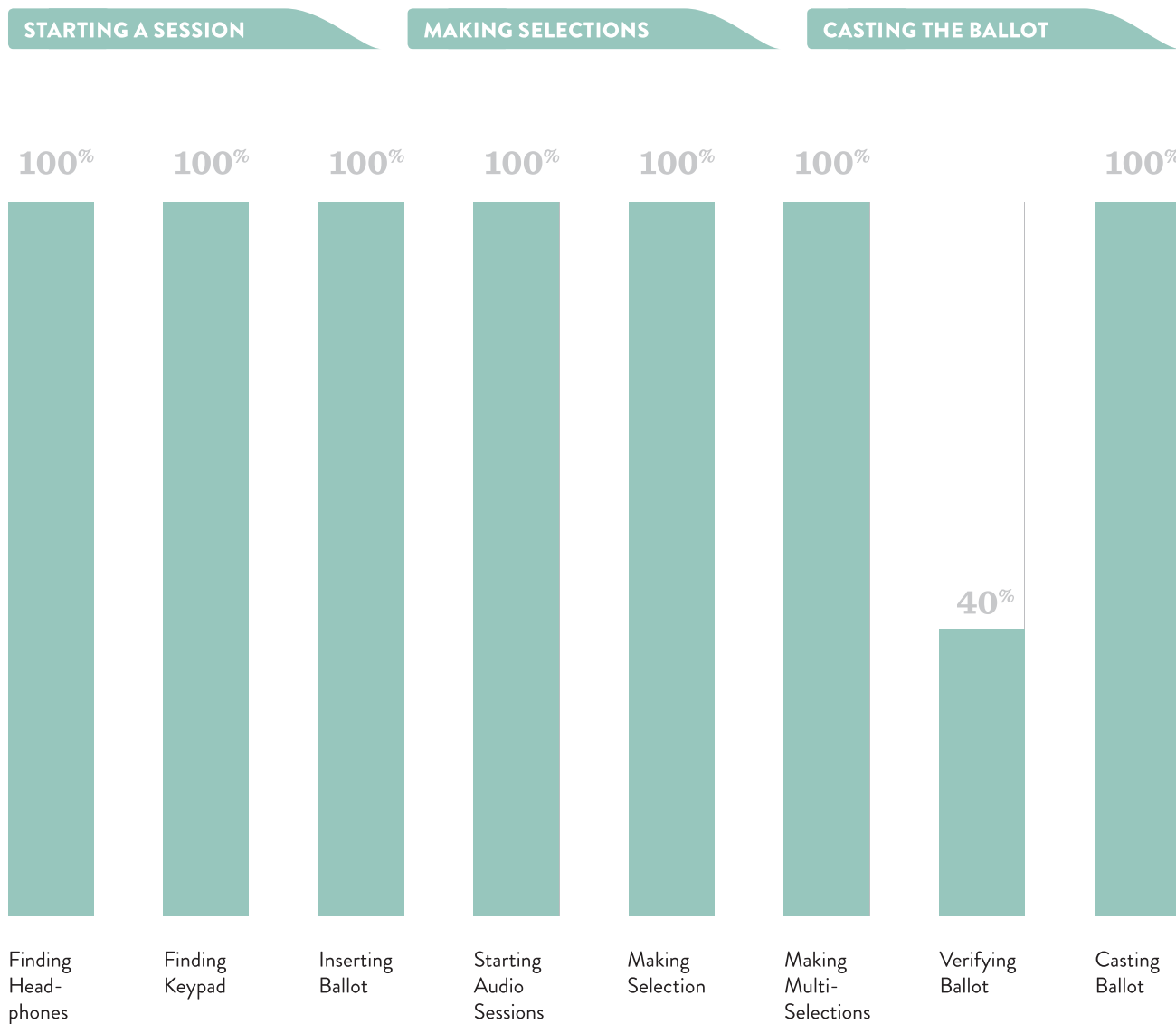
Accessibility

An important purpose of the research was to measure the accessibility of the BMD. 132 participants with specific needs rated the Touch Screen and Immersive Audio features of the model. They rated the accessibility of the device in three stages of voting– "Starting a Session", "Making Selections", and "Casting A Ballot". The research findings show the BMD as 99% accessible across the board.

—

Touch Screen Experience

Accessibility during voter experience
% of Voters who found step accessible

STARTING A SESSION		MAKING SELECTIONS		CASTING THE BALLOT	

Starting Touch Screen	Selecting Language	Inserting Ballot	Making Selection	Making Multi-Selections	Reviewing Selections	Change Selections in Review	Confirming Selections	Indicating "Ready to Print"	Verifying Ballot	Casting Ballot
100%	100%	99%	99%	96%	100%	100%	100%	100%	99%	99%

Immersive Audio Experience

STARTING A SESSION			MAKING SELECTIONS			CASTING THE BALLOT	
100%	100%	100%	100%	100%	100%	40%	100%
Finding Head-phones	Finding Keypad	Inserting Ballot	Starting Audio Sessions	Making Selection	Making Multi-Selections	Verifying Ballot	Casting Ballot

> " It was easy. And I think this will get more young people out. It's time to make room for the next generation. But, you know, it works for me too. "

Usability

The BMD was also tested in terms of how accurate, easy, efficient and satisfied users were with their Touch and Audio Experience. The participants rated the experience using the following scale: 1 – impossible, 2 – hard, 3 –ok and 4 – easy. The findings show that the touch experience had a mean score of 2.94 – 3.67, while the audio experience had a mean score of 2.8 – 3.67.

Touch Experience

EASE OF VOTING

Mean Usability Scores Across Voter Experience with Standard Deviations

1.00–4.00 SCALE:
1.00=Impossible | 4.00=Easy

STARTING A SESSION   **MAKING SELECTIONS**   **CASTING THE BALLOT**

4.00

3.53   3.51   3.39   3.36   2.94   3.45   3.28   3.35   3.54   3.20   3.19

1.00

| Starting Touch Screen | Selecting Language | Inserting Ballot | Making Selection | Making Multi-Selections | Reviewing Selections | Change Selections in Review | Confirming Selections | Indicating "Ready to Print" | Verifying Ballot | Casting Ballot |
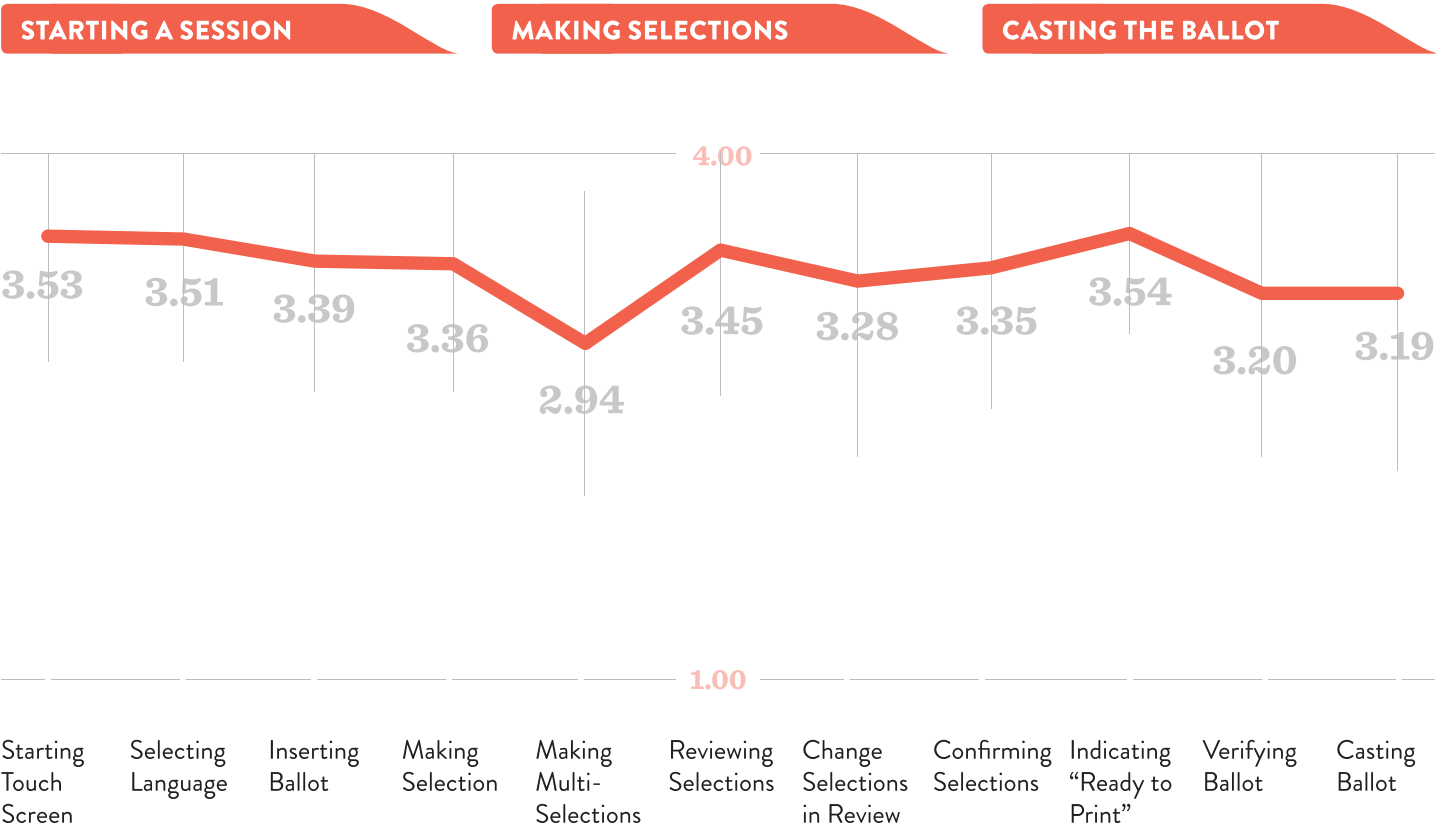
Audio Experience
EASE OF VOTING

Comparing Ease of Voting Across Audio and Touch Experience.

Audio Experience ▬▬
Touch Experience ▬▬

| STARTING A SESSION | MAKING SELECTIONS | CASTING THE BALLOT |

4.00

3.39 3.43 3.67

3.00 3.17 3.17 3.36 2.94 3.20 3.19

2.80 3.20

1.00

| Finding Headphones | Finding Keypad | Inserting Ballot | Making Selection | Making Multi-Selections | Verifying Ballot | Casting Ballot |
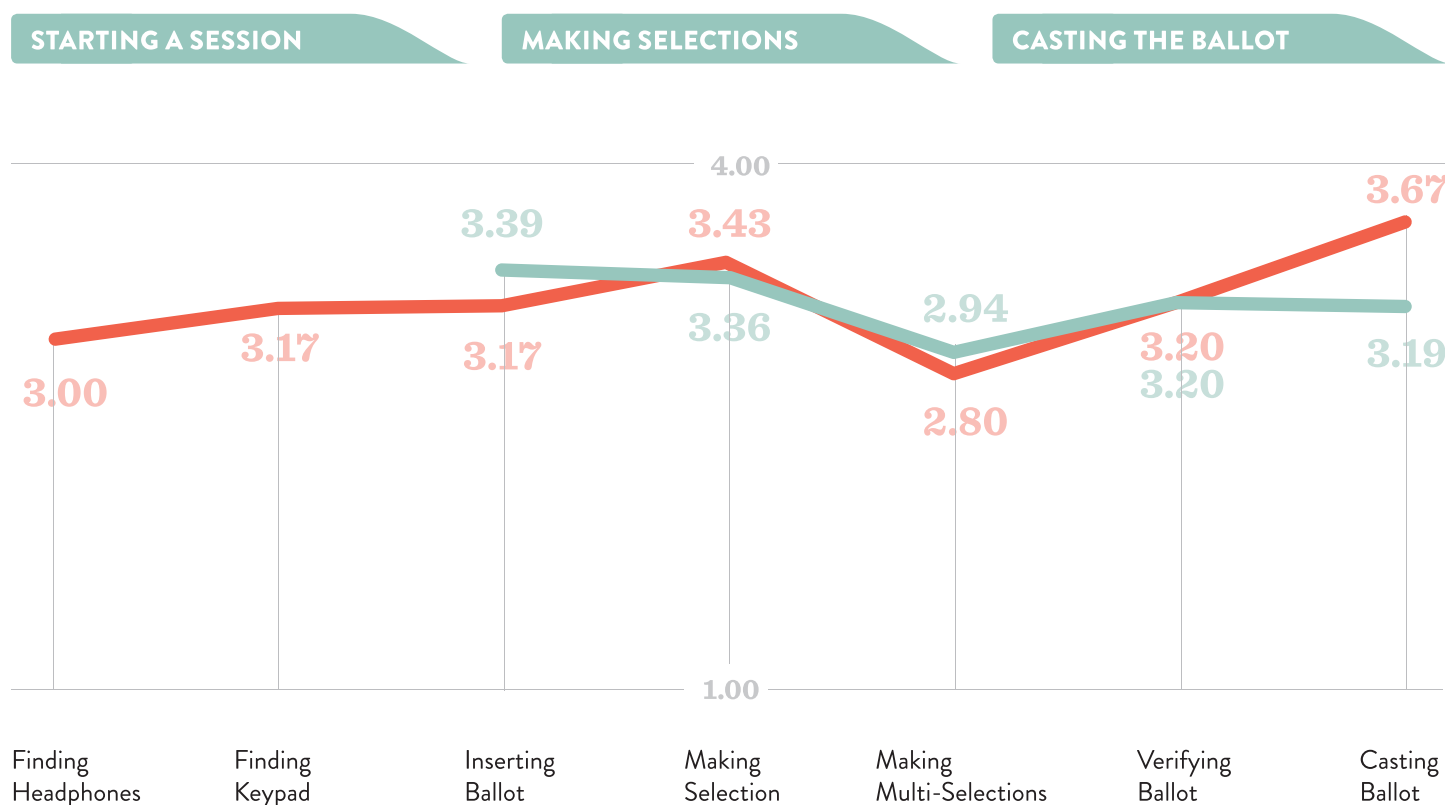
> " This new system can do wonders if they perfect it the way it needs to be perfected, the right way, no one can go behind and change anything, it can't be tampered with… It's a great tool, I love it. "

On a 22-contest mock election, participants were asked to rate the ease of voting experience and to identify the length of time it takes to vote using the BMD. The findings show that it takes a voter an average of 10 minutes, with a range between 2-26 minutes. Seventy-nine percent of the participants felt it was just the right amount of time needed to cast their votes.

Time Experience

How did you feel about the amount of time it took to vote?

Time in minutes to finish voting.

12%
TOOK TOO MUCH TIME

9%
A LITTLE TOO MUCH TIME

79%
JUST THE RIGHT AMOUNT OF TIME
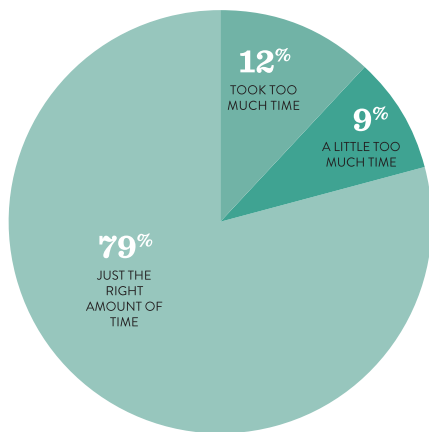
Maximum Time Reported — 25.10

Minimum Time Reported — 2.33

Average Voting Time — 10.00

TIMED EXPERIENCE

79%

" **Felt like just the right amount of time to me.** "

COMMUNITY ENGAGEMENT

To continue meeting our goal of maintaining transparency with the public during the VSAP development process, we have continued to meet with and present to community organizations. During the Community Voter Outreach Committee (CVOC) meeting on June 10, 2015, the newest prototype appearance model was presented and members were given the opportunity to provide feedback. On June 18, 2015, we met with the Voting Accessibility Advisory Committee (VAAC) to present the newest voting system prototype and gather their feedback. Additionally, we presented the newest voting system prototype to the Native American Veteran's Association (NAVA) on June 13, 2015 and received feedback.

COMMITTEE MEETINGS

July 23, 2015 – VSAP Advisory Committee Meeting
August 28, 2015 – VSAP Technical Advisory Committee Meeting

Following the multiple sessions of user testing in May, we refined the Ballot Marking Device concept and presented a prototype appearance model with these modifications. The report of findings and a refined prototype appearance model were presented to the VSAP team and VSAP Advisory Committee on July 23, 2015. These findings and the updated appearance model were presented to the VSAP Technical Advisory Committee members on August 28, 2015.
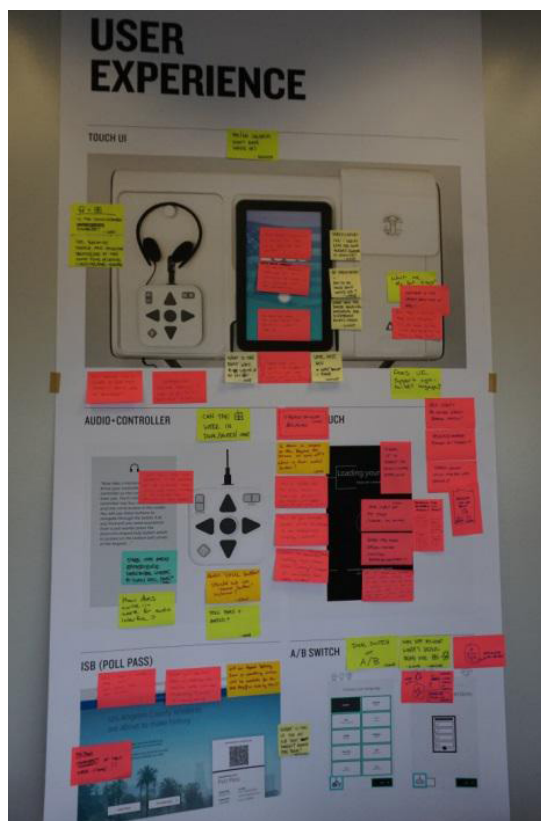
VOTE BY MAIL DESIGN CONCEPT

The RR/CC acknowledges the growing number of voters who choose to Vote By Mail and their input is equally as important to the development of the new voting system.

The RR/CC and IDEO conducted a Vote By Mail workshop on August 27, 2015. During that workshop, IDEO presented their proposed design for the Vote By Mail ballot. The design concept was a result of qualitative research. Several members of the Department's Vote By Mail Section were in attendance and provided feedback on the design. IDEO is in the process of incorporating the input from the workshop. We will provide updates regarding the Vote By Mail ballot design as it continues to be refined.

IN THE NEWS

September 15, 2015 – California Tests Ballot Box of the Future
http://www.cbsnews.com/videos/california-tests-ballot-box-of-the-future/

September 15, 2015 - America's Aging Voting Machines Could Present Election Problems
http://www.npr.org/sections/itsallpolitics/2015/09/15/440255752/report-americas-aging-voting-machines-could-present-election-problems

September 15, 2015 – America's Voting Technology Crisis
http://www.theatlantic.com/politics/archive/2015/09/americas-voting-technology-crisis/405262/

September 15, 2015 – The Dismal State of Americas Decade Old Voting Machines
http://www.wired.com/2015/09/dismal-state-americas-decade-old-voting-machines/

August 7, 2015 - What L.A. County Is Doing to Make Voting Suck Less
http://www.citylab.com/cityfixer/2015/08/what-cities-are-doing-to-make-voting-not-suck/400637/

July 15, 2015 - Tech Overhaul to Help Los Angeles Improve Voting Experience
http://www.govtech.com/dc/articles/Tech-Overhaul-to-Help-Los-Angeles-Improve-Voting-Experience.html

July 15, 2015 - Can LA County solve America's voting problem?
http://www.laobserved.com/archive/2015/07/can_la_solve_americas_vot.php

July 14, 2015 - Los Angeles is Redesigning The Voting Experience To Be Not Awful
http://www.gizmodo.in/news/Los-Angeles-Is-Redesigning-the-Voting-Experience-To-Be-Not-Awful/articleshow/48062933.cms

July 14, 2015 - Voting in Los Angeles is about to get a lot cooler
http://la.suntimes.com/la-news/7/88/325013/los-angeles-county-voting-system-upgrade

July 11, 2015 - In Los Angeles, Voting Is Getting the Silicon Valley Treatment
http://www.bloomberg.com/politics/articles/2015-07-11/in-los-angeles-voting-is-getting-the-silicon-valley-treatment

June 13, 2015 - Los Angeles County voting to shift from inkblots to open source
http://arstechnica.com/tech-policy/2015/06/los-angeles-county-moves-to-open-source-voting-technology/

June 1, 2015 - New High-tech voting "Touch screen" system appears in Koreatown
http://www.koreadaily.com/news/read.asp?page=10&branch=NEWS&source=&category=society&art_id=3421325

PUBLICATIONS

"America's Voting Machines At Risk"
https://www.brennancenter.org/sites/default/files/publications/Americas_Voting_Machines_At_Risk.pdf

This is a report produced by the Brennan Center for Justice at NYU School of Law that provides a detailed documentation of the problems associated with the aging voting machines and recommends steps that must be taken to resolve this "impending crisis". The Center conducted interviews across states and local officials, experts in election technology, administration, and security, and utilized information from the Verified Voting website.

Some of the key findings in this report are: 1) the voting systems were not designed to last for decades due to the pace of rapid technological change, 2) most voting machines are close to, or have exceeded their expected life span of 10-20 years, 3) the delays in purchasing new equipment may lead to more risks - the risk of increased failures and crashes and serious security and reliability flaws, and 4) resources are insufficient to purchase new machines.

SPECIAL EVENTS

The newest prototype appearance model is on display at the LA County Fair from September 4-27, 2015. The display allows visitors to learn about our past through the history of the Voting Rights Acts of 1965, and look into the future of voting.

The VSAP will also be featured in a session at SXSW Eco on Monday, October 5, 2015. http://schedule.sxsweco.com/events/event_ECOP45623. This is the fifth year of the conference which engages business leaders, investors, innovators and designers with the goal of discussing solutions for economic, environmental and social issues.

FOR MORE INFORMATION

Get the latest updates and project developments by visiting the Voting System Assessment Project (VSAP) website at www.lavote.net /vsap. We strongly encourage public input throughout the process and look forward to continuing to work with you on this critical project.

December 15, 2015

TO: Supervisor Hilda Solis, Chair
                Supervisor Michael D. Antonovich
                Supervisor Don Knabe
                Supervisor Mark Ridley-Thomas
                Supervisor Sheila Kuehl

                Sachi A. Hamai, Chief Executive Officer

FROM: Dean C. Logan, Registrar-Recorder/County Clerk

VSAP Quarterly Report – 4th Quarter, 2015

The following is the fourth quarterly update of 2015, detailing project activities and accomplishments during the period of September 1 – November 30, 2015. These reports are provided to inform your Board and the public on the progress of the Voting Systems Assessment Project (VSAP). This quarterly report is prepared in response to the motion adopted by your Board on September 7, 2010.

In this reporting period, the Department continued to refine the system design and software engineering specifications of the Ballot Marking Device (BMD) and all other components of the new voting system. A series of discussion sessions were conducted with the Technical Advisory Committee to gather their expert opinion on various features of the system. These decisions are crucial as we approach the conclusion of Phase III and prepare for the Manufacturing and Certification Phase in 2016.

The Department, in coordination with IDEO, conducted user testing to gauge the usability and accessibility of the proposed Vote By Mail ballot design. Guided by the same principles used in designing the new voting experience at the polls, this research sought to gather qualitative feedback from voters as we create a Vote By Mail experience that is voter-centered and sensitive to the needs of this portion of Los Angeles County electorate.

System Design and Specifications Development

The Department has been working on the development of a Software Solution Design Document (SSDD) with contractor, IDEO. The SSDD provides a detailed specification for the enterprise software architecture of the new voting system. The process of developing the SSDD began early in Phase III and has been evolving with ever more detail about the current and future state of Los Angeles County's voting system as the design and engineering work has proceeded. The Department is currently reviewing version 3 of the document and providing critical feedback to IDEO to ensure the enterprise

software architecture is viable and meets the overall goals and principles of the project. The fourth and final version of the SSDD is expected to be delivered in January of 2016.

The Technical Advisory Committee has been working closely with the Department and IDEO in the refinement of the BMD and the development of the software and engineering specifications. A series of conference calls were held between the VSAP team, members of the Technical Advisory Committee and IDEO to further discuss the critical features and functions of the BMD. Among the topics were: ballot verification, session time-out, write-in candidates and Interactive Sample Ballot (ISB).

The feedback from these discussions will significantly impact the decision making on the software and engineering aspects of the design. The members of the Technical Advisory Committee shared their expertise in election administration, election technology, and accessibility requirements. These discussions provided guidance to the VSAP team as we work towards the final voting system design.

Vote By Mail User Testing

The VSAP seeks to redefine the voter experience for all Los Angeles County voters, whether they vote at the polls or by mail. To date, the project has focused on the in-person voting experience. During this quarter, the Department has worked with IDEO to design a new Vote By Mail (VBM) ballot packet. The Department envisions a new voting experience that is usable, accessible, and private. In order to test and refine the ballot design, we conducted user testing with Los Angeles County voters. The goals of the user testing were to find out the voter's preferences such as the ballot size, font size and type, necessity of a secrecy sleeve, and the overall feedback on the proposed design.

Randomly selected individuals were invited to participate in the research. Specific categories were identified ranging from experienced Vote By Mail voters to new Vote By Mail voters, different age groups, and language groups. Partner organizations including the League of Women Voters of Los Angeles County, National Association of Latino Elected Officials Educational Fund (NALEO), United Cerebral Palsy of Los Angeles (UCPLA), and the Korean Resource Center (KRC) assisted in the recruitment of participants. The Department reached out to the VSAP Advisory Committee and other community partners to ensure that all communities within the County were properly represented in this research.

Participants received the proposed Vote By Mail packet and were scheduled for a structured phone interview. Participants rated their voting experience on the following points: ease of finding contests, marking their selections, level of confidence on the privacy and anonymity of the experience, and trust in the system to successfully record their votes.

Currently, the researchers are evaluating the returned packets and will begin the analysis of the data gathered from the phone interviews. IDEO will report the results to the Department which will be used in refining the proposed design. We will provide further updates on the user testing results in the next quarterly report.

Phase IV Planning

The Department has begun planning for the next phase of the project, the Manufacturing and Certification Phase. Members of the VSAP Internal Project Team have started to discuss and gather ideas for the contracting of a system manufacturer and the possible implementation strategies. At the conclusion of Phase III in early summer 2016, we will transition to an implementation, testing and

manufacturing phase which will likely include open competitive bidding processes for various elements of system manufacturing and procurement.

Public and Stakeholder Engagement

To maintain transparency and community engagement, the VSAP involved various stakeholders and organizations during this stage of the project. Requests for presentations and prototype demonstrations were conducted for various groups. The Department continued to meet with the advisory committees to give status updates and gather their feedback.

September 4-27, 2015 Los Angeles County Fair
The prototype appearance model was on display at the LA County Fair from September 4-27, 2015. The display allowed visitors to learn about our past through the history of the Voting Rights Acts of 1965, and look into the future of voting.

September 16, 2015 – Community and Voter Outreach Committee (CVOC)
VSAP team members met with the CVOC to provide a project update. This included showing the updated Ballot Marking Device prototype, the findings from the May user testing sessions, and other project activities. The members were also informed that the most recent reports are available on the VSAP website.

September 29, 2015 – Voting Accessibility Advisory Committee (VAAC)
VSAP team members met with the VAAC to provide a status update. The VSAP team presented the updated BMD prototype and discussed the results of the May user testing sessions. The members were also informed that the most recent reports may be accessed on the VSAP website. Requests from committee members for prototype demonstrations were noted and will be followed-up when the final design prototype is available.

October 5, 2015 South by Southwest Eco
The VSAP was featured in a session "Creating the Voting Experience of the Future" at the SXSW Eco Convention in Austin, Texas. The presentation showcased the collaboration between the Department and IDEO, and how technology and innovation is used to design the new voting system that will serve the large and complex LA County electorate.

October 10, 2015 California Council of the Blind
The VSAP team presented the current state of the project and conducted a demonstration of the audio features of the latest prototype model. The members of the organization interacted with the BMD prototype and provided their feedback.

October 22-24, 2015 National Conference of State Legislatures Forum (NCSL)
The VSAP was invited to a meeting in Boulder, Colorado hosted by the NCSL to discuss election funding for election-related technology. In attendance were legislators, professionals and experts in the field of election administration. Participants shared their experiences, challenges, and recommendations as the NCSL shapes a two-year program to address election funding concerns.

October 28, 2015 Civic Tech Showcase
The VSAP was invited to conduct a presentation at the Civic Tech Showcase at Draper University in San Mateo, California. The showcase was coordinated by "Innovate Your State", a non-profit organization that is dedicated to educating and encouraging public participation to

fundamentally improve government. The presentation's focus was on the unique partnership between the public and private sector.

<u>November 18, 2015 Kiwanis Club of Downey</u>
The VSAP team was invited by the Downey City Clerk's Office to give a project overview to the members of the Kiwanis Club of Downey. The VSAP team presented the appearance model and explained the process of the proposed new voting experience.

<u>November 20, 2015 United Cerebral Palsy of Los Angeles (UCPLA)</u>
UCPLA members were invited to participate in the Vote By Mail user testing. The participants interacted with the proposed Vote By Mail ballot and were asked to rate its usability and accessibility. A focus group discussion was also conducted where the members provided significant feedback on the proposed Vote By Mail ballot design.

Committee Update

The Department welcomed two new members to the VSAP Advisory Committee. They are: Maria de la Luz Garcia, City Clerk of the City of Long Beach and Richard L. Hasen, Chancellor's Professor of Law and Political Science at the University of California, Irvine. Both individuals have extensive experience in election administration and public governance. They will provide their expertise, guidance, and input from their respective communities to ensure that the final system design adheres to the voting system principles.

Financial Report

The Department has paid the amount of $9,226,000 to IDEO in the current contract. The total contract amount is $13,648,000. The upcoming deliverables are the Software Technical Proofs and Source Code.

As reported in our last update to your Board on October 2, 2015, our initial approval to utilize Proposition 41 Voting Modernization Bond (VMB) Act funds for the payment of this contract was withdrawn by the Voting Modernization Board based on legal interpretations on use and distribution of bond funds for research and development. We have since received guidance from the U.S. Election Assistance Commission (EAC) and approval by the Secretary of State to use the funds allocated to Los Angeles County by the Help America Vote Act (HAVA) section 301 in lieu of Voting Modernization Bond funds for this phase of the project.

The Department currently has a balance of approximately $22 million in HAVA 301 funds. These monies will be used as reimbursement for payments made on IDEO's design and engineering contract and to fund additional system development and manufacturing. As per advice from the Secretary of State, the County may begin submitting requests for reimbursement.

Media Coverage

As the project progresses, it continues to receive positive media coverage from various news organizations. The VSAP has been featured in the following articles and television news segments:

November 9, 2015 - Election Administration Reports - Volume 45, Number 22
http://www.lavote.net/Documents/vsap/press_room/_11092015_november%209-final.pdf0

November 3, 2015 - Democracy for Everyone: Designing a Better Voting Machine
http://www.bloomberg.com/news/videos/2015-11-03/democracy-for-everyone-designing-a-better-voting-machine

October 12, 2015 - America's Aging Voting Machines
http://mobile.nytimes.com/2015/10/12/opinion/americas-aging-voting-machines.html?_r=3

October 12, 2015 - LA County's $13M touch-screen voting system gets previewed at Austin's SXSW
http://www.scpr.org/news/2015/10/09/54919/la-county-s-voting-overhaul-gets-a-preview-in-aust/

October 2, 2015 - L.A. County reboot of voting machine tech makes progress
http://www.cafwd.org/reporting/entry-new/l.a.-county-project-to-reboot-voting-machine-tech-making-progress

September 15, 2015 - Group in Los Angeles working to develop new high-tech ballots
http://www.wwmt.com/news/features/national/stories/Group-in-Los-Angeles-working-to-develop-new-high-tech-ballots-205340.shtml#.Vl82idKrR9O

September 15, 2015 - Design firm tackles aging voting machines
http://www.cbsnews.com/news/design-firm-tackles-aging-voting-machines/

September 15, 2015 - The Dismal State of America's Decade-Old Voting Machines — Wired
http://www.wired.com/2015/09/dismal-state-americas-decade-old-voting-machines/

September 15, 2015 - Report: America's Aging Voting Machines Could Present Election Problems
http://www.npr.org/sections/itsallpolitics/2015/09/15/440255752/report-americas-aging-voting-machines-could-present-election-problems

September 15, 2015 - America's Voting Technology Crisis
http://www.theatlantic.com/politics/archive/2015/09/americas-voting-technology-crisis/405262/

September 15, 2015 - America's Voting Machines at Risk
https://www.brennancenter.org/sites/default/files/publications/Americas_Voting_Machines_At_Risk.pdf

VSAP Newsletter

Attached to this report is the new issue of the VSAP Quarterly Newsletter which is produced to keep the VSAP Advisory Committee and VSAP Technical Advisory Committee updated on project developments. This newsletter provides milestones and status updates as the project progresses. In this issue you will find more details on the Vote By Mail user testing, committee activities, community engagement, and media coverage.

About the VSAP

Launched in September 2009, the Voting Systems Assessment Project (VSAP) was developed by the Department in response to the growing voting system needs and challenges faced by the County. While the County's current voting system has served the voters of Los Angeles County with accuracy and integrity, the design of these systems and the age of their technology do not offer the technical and functional elasticity necessary to continue to accommodate the growing and increasingly diverse electorate.

The size and diversity of Los Angeles County and the limited voting systems market, however, make it almost impossible to reasonably consider a commercial off-the-shelf voting system solution. Any voting system solution will entail a significant development or customization process in order to satisfy the County's needs, General Voting System Principles and technical requirements.

In response to these needs and challenges, the VSAP takes an unprecedented and comprehensive approach at modernizing the County's voting system. The vision of the project is to implement a voting system through a transparent process that takes into account the needs and expectations of current and future Los Angeles County voters. The VSAP aims at achieving three goals in this process: 1) give current and future Los Angeles County voters an unprecedented opportunity to participate in the assessment and development process; 2) increase voter confidence in the electoral process through the participatory structure of the project; 3) synthesize public input and research to acquire or develop a new voting system for the County.

<u>Stay Connected</u>

More information regarding the Voting System Assessment Project (VSAP) is available to the public online at www.lavote.net/vsap. The pages on our website are frequently updated with news and information and are a great way to stay connected with the progress of the project between quarterly reports. We strongly encourage public input throughout the process and look forward to continuing to work with your Board on this critical project.

If you have any questions please contact me directly or your staff may contact Jeramy Gray, Assistant Registrar-Recorder/County Clerk at (562) 462-2714 or via email at jgray@rrcc.lacounty.gov.

VOTING SYSTEMS ASSESSMENT PROJECT

Quarterly Newsletter

December 2015   **Volume 1, Number 3**

CONTACT US

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MESSAGE FROM DEAN

As we approach the end of 2015, we take pride in the accomplishments achieved this year. We are progressing towards the final design of the Ballot Marking Device (BMD) and continue to define the tally system and other voting system components. The final design is a product of a design evolution, born as a result of extensive qualitative research to identify voters' preferences and address the needs of a large and complex electorate.

The final design brings us a step closer to delivering an outstanding public service to Los Angeles County voters. We envision a new and improved voting experience, one that will leave a positive mark on voters no matter how big or small the election. Ultimately, it is our goal to remind every eligible voter that the act of voting is not only a civic duty but also an exercise that effects changes in the community in which they live.

In this issue, we provide you with the VSAP activities and developments that have occurred in this quarter. We have conducted Vote By Mail user testing and a series of meetings with the Technical Advisory Committee (TAC). We continued to engage stakeholders and the public through presentations and outreach activities. The project continues to gain national recognition. The VSAP was featured in various articles and television media coverage which highlighted project activities and goals.

DEAN C. LOGAN
Registrar-Recorder/County Clerk
Los Angeles County

VOTE BY MAIL USER TESTING

Vote By Mail (VBM) user testing was conducted to evaluate the proposed VBM ballot and envelope design and to create an experience that will provide usability, satisfaction, and accessibility to users that is similar to the new voting experience being designed for in-person voting. The VSAP envisions a human-centered design that is sensitive to the needs of the Los Angeles County electorate who opt to vote by mail. Approximately 1.5 million voters in the County are currently registered Permanent Vote By Mail voters, and this number is expected to grow in the next few years.

In order to ensure a diverse pool of participants, representative of Los Angeles County's population, specific categories were identified to guide recruitment. These categories included: experienced Vote By Mail voters, new Vote By mail voters, senior citizens, young voters ages 18-25, Spanish speakers, Korean speakers, and people with minimal formal education. We reached out to our partner organizations and non-profit groups to ensure that all communities are well represented in this research. The League of Women Voters of Los Angeles County, National Association of Latino Elected Officials Educational Fund (NALEO), United Cerebral Palsy of Los Angeles (UCPLA), and the Korean Resource Center (KRC) assisted in the recruitment of participants.

Participants received the proposed Vote By Mail packet and were scheduled for a 30-45 minute structured phone interview. Participants were asked to rate their experience on the following points: overall design including layout and font, size and length of the ballot, ease and efficiency (marking the ballot, looking for contests), privacy and anonymity of voting experience, and level of confidence in the new system to successfully record their votes. Participants also gave recommendations on how to improve the proposed design.

1,525,569 Total Permanent Vote by Mail Voters as of December 15, 2015

Vote By Mail User Testing at UCPLA | November 20, 2015

To further evaluate the VBM ballot design, we requested members of United Cerebral Palsy of Los Angeles (UCPLA) to test the proposed Vote By Mail design and give their recommendations. Individual interviews were conducted using a set of structured questions, and participants were asked to rate the experience on its usability and accessibility. In addition to the one-on-one interviews, we conducted a focus group with UCPLA members, where we gathered significant feedback.

Members of the UCPLA interacted with the proposed Vote By Mail ballot design

Focus Group Discussion with the members of UCPLA

The Department and IDEO are currently evaluating and analyzing the data gathered from the phone interviews. The data will be used to refine the proposed Vote By Mail design to accommodate the ideas and suggestions from the user testing.

COMMITTEE MEETINGS

TAC Meetings

A series of conference calls were held between the VSAP team, members of the Technical Advisory Committee and the IDEO team to further discuss the critical features and functions of the Ballot Marking Device (BMD). Among the topics were: ballot verification, session time-out, write-in candidates and the Interactive Sample Ballot (ISB).

The feedback from these discussions will significantly impact the decision making on the software and engineering aspects of the design. The members of the Technical Advisory Committee shared their expertise in election administration, election technology, and accessibility requirements. These discussions provided guidance to the VSAP team as we work towards the final voting system design.

New Advisory Committee Members

The VSAP team is pleased to welcome two new members to the VSAP Advisory Committee. Both individuals have expertise and knowledge in election law and administration. They will provide input and guidance to ensure that the final system design adheres to the voting system principles.

Maria de la Luz Garcia
City Clerk
City of Long Beach

Maria has been a voter engagement advocate and elections administrator for the past fifteen years. Under her leadership as Senior Project Coordinator at the City of Los Angeles City Clerk's Office, she supervised several election operations, co-chaired the Department's Los Angeles Votes committee, and created and launched a comprehensive voter outreach and education campaign known as "L.A. City Votes!" in partnership with community organizations. Working for NALEO Educational Fund, she oversaw the Voces del Pueblo voter engagement program. Maria graduated from Vassar College with a Bachelor of Arts degree in Sociology and Anthropology, and is currently a Dean's Merit Scholar and candidate for Master of Public Administration at the USC Sol Price School of Public Policy.

Richard L. Hasen
Chancellor's Professor of Law and Political Science
University of California, Irvine

Rick is a nationally recognized expert in election law and campaign finance regulation. He is the author of more than 80 articles on election law issues, co-author of a leading casebook on election law, published in numerous journals including the Harvard Law Review, Stanford Law Review and Supreme Court Review. From 2001-2010, he served as founding co-editor of the quarterly peer-reviewed publication, Election Law Journal. He was elected to The American Law Institute in 2009 and serves as an Adviser on ALI's ongoing law reform project, Principles of Election Law: Resolution of Election Disputes. In 2013, he was named one of the 100 most influential lawyers in America by The National Law Journal. He holds a Bachelor of Arts degree (with highest honors) from UC Berkeley, and a J.D., M.A., and Ph.D. (Political Science) from UCLA.

COMMUNITY EVENTS

Community and Voter Outreach Committee (CVOC) Meeting | September 16, 2015

The VSAP team updated the committee on the status of the project. Updates included a presentation of the latest BMD prototype, the findings from the May user testing sessions, and other project activities. The members were informed that the most recent reports are available on the VSAP website.

Voting Accessibility Advisory Committee (VAAC) Meeting | September 29, 2015

The VSAP team presented the updated BMD prototype and discussed the results of the May user testing sessions. The members were also informed that the most recent reports may be accessed on the VSAP website. Requests from committee members for prototype demonstrations were noted and will be followed-up when the final design prototype is available.

SXSW Eco in Austin, TX | October 5, 2015

In a session titled "Creating the Voting Experience of the Future," the RR/CC and IDEO showed the collaboration between the two organizations and how technology and innovation is used to design the new voting system that will serve the large and complex LA County electorate.

Matt Adams (IDEO) and Dean Logan at the SXSW Eco.

California Council of the Blind Prototype Demonstration | October 10, 2015

The VSAP team presented the current state of the project and conducted a demonstration of the audio features of the latest prototype model. The members of the organization interacted with the BMD prototype and provided their feedback.

COMMUNITY EVENTS

National Conference of State Legislatures Forum (NCSL) in Boulder, CO | October 22-24, 2015

The VSAP was invited to a meeting hosted by the NCSL to discuss election funding specifically for election-related technology. The RR/CC was represented by Monica Flores who shared the Department's experiences, challenges, and recommendations. The meeting was attended by approximately 15 legislators, professionals and experts in the field of election administration who all played an instrumental role in helping the NCSL shape a two-year program to address election funding concerns.

Civic Tech Showcase in San Mateo, CA | October 28, 2015

The VSAP was invited to conduct a presentation at the Civic Tech Showcase at Draper University. The showcase was coordinated by "Innovate Your State", a non-profit organization that is dedicated to educating and encouraging public participation to fundamentally improve government. The presentation's focus was on the unique partnership between the public and private sector.

Blaise Bertrand (IDEO) and Dean Logan at the Civic Tech Showcase.

Kiwanis Club of Downey Presentation | November 18, 2015

The VSAP team was invited by the Downey City Clerk's Office to give a project overview to the members of the Kiwanis Club of Downey. The VSAP team presented the appearance model and explained the process of the proposed new voting experience.

ENGAGING THE PUBLIC IN THE PROCESS

The VSAP seeks to create a human-centered design which will provide an improved voting experience for Los Angeles County. Extensive qualitative research has been conducted throughout the course of the project to identify the needs and preferences of the diverse Los Angeles County electorate. To date, we have engaged over 3,000 voters, poll workers, and election administrators through surveys, focus groups, workshops, community discussions, and user testing to gather their feedback and input into the voting system design.

DATE	ACTIVITY	NUMBER OF PARTICIPANTS
March 11-29, 2010	Countywide Voter Survey - Phone	651
March 16-28, 2010	Countywide Voter Survey - Online	500
March 31 - April 2, 2010	Focus Groups - RR/CC Staff	64
April 5-6, 2010; April 29 - May 3, 2010	Focus Groups - Registered Voters	100
April 29 - June 8, 2010	Pollworker Survey - Online	1,100
May 7-11, 2010	Focus Groups - Local Election Officials, City Clerks	26
July 21, 2010	Community Discussion - Language Groups	9
August 11, 2010	Community Discussion - Voter Integrity Groups	9
September 20, 2010	Community Discussion - Disability Groups	6
January 24 - March 28, 2012	Open Innovation Challenge	154
January 25 - February 23, 2012	Brainstorming Workshops - AVTI	32
March 30, 2012	Election Verification Network (EVN) Conference Session	24
April 5-6, 2012	Brainstorming Workshops - RR/CC Staff	25
October 1-2, 2013	Atkins Research User Testing	40
November 4-5, 2013	User Testing	8
November 7, 2013	User Testing - United Cerebral Palsy of Los Angeles (UCPLA)	15
January 27 - February 1, 2014	Atkins Research Focus Groups	95
February 5, 2015	User Testing - General Population	5
February 27, 2015	User Testing - Spanish Speakers, Seniors	57
March 3 and 26, 2015	User Testing - Visually Impaired	5
April 29, 2015	User Testing - Election Workers	22
May 26-30, 2015	Polling Place Experience User Testing	184
November 9-20, 2015	Vote By Mail User Testing	76
November 20, 2015	Vote By Mail Focus Group - United Cerebral Palsy of Los Angeles (UCPLA)	10
TOTAL		**3217**

IN THE NEWS

November 9, 2015 - Election Administration Reports – Vol. 45, No. 22
http://www.lavote.net/Documents/vsap/press_room/_11092015_november%209-final.pdf

November 3, 2015 - Democracy for Everyone: Designing a Better Voting Machine
http://www.bloomberg.com/news/videos/2015-11-03/democracy-for-everyone-designing-a-better-voting-machine

October 12, 2015 - America's Aging Voting Machines
http://mobile.nytimes.com/2015/10/12/opinion/americas-aging-voting-machines.html?_r=3

October 12, 2015 - LA County's $13M touch-screen voting system gets previewed at Austin's SXSW
http://www.scpr.org/news/2015/10/09/54919/la-county-s-voting-overhaul-gets-a-preview-in-aust/

October 2, 2015 - L.A. County reboot of voting machine tech makes progress
http://www.cafwd.org/reporting/entry-new/l.a.-county-project-to-reboot-voting-machine-tech-making-progress

September 15, 2015 - Group in Los Angeles working to develop new high-tech ballots
http://www.wwmt.com/news/features/national/stories/Group-in-Los-Angeles-working-to-develop-new-high-tech-ballots-205340.shtml#.Vl82idKrR9O

September 15, 2015 - The Dismal State of America's Decade-Old Voting Machines
http://www.wired.com/2015/09/dismal-state-americas-decade-old-voting-machines/

September 15, 2015 - Report: America's Aging Voting Machines Could Present Election Problems
http://www.npr.org/sections/itsallpolitics/2015/09/15/440255752/report-americas-aging-voting-machines-could-present-election-problems

September 15, 2015 - America's Voting Technology Crisis
http://www.theatlantic.com/politics/archive/2015/09/americas-voting-technology-crisis/405262/

September 15, 2015 - America's Voting Machines at Risk
https://www.brennancenter.org/sites/default/files/publications/Americas_Voting_Machines_At_Risk.pdf

September 15, 2015 - Design firm tackles aging voting machines
http://www.cbsnews.com/news/design-firm-tackles-aging-voting-machines/

FOR MORE INFORMATION

Get the latest updates and project developments by visiting the Voting System Assessment Project (VSAP) website at www.lavote.net /vsap. We strongly encourage public input throughout the process and look forward to continuing to work with you on this critical project.

Dean C. Logan
Registrar-Recorder/County Clerk

March 31, 2016

TO: Supervisor Hilda Solis, Chair
                Supervisor Michael D. Antonovich
                Supervisor Don Knabe
                Supervisor Mark Ridley-Thomas
                Supervisor Sheila Kuehl

                Sachi A. Hamai, Chief Executive Officer

FROM: Dean C. Logan, Registrar-Recorder/County Clerk

VSAP Quarterly Report – 1st Quarter, 2016

The following is the first quarterly update of 2016, detailing project activities and accomplishments during the period of December 1, 2015 to February 29, 2016. These reports are provided to inform your Board and the public on the progress of the Voting Systems Assessment Project (VSAP). This quarterly report is prepared in response to the motion adopted by your Board on September 7, 2010.

During this reporting period, the Registrar-Recorder/County Clerk (Department) completed a variety of tasks associated with the design of the County's future voting system. This includes the Ballot Marking Device (BMD), tally system, and other associated components. The BMD Design Validation Units (DVUs) which will be used are expected to become available in summer of 2016. Also, the Department has completed drafting the Software Solution Design Document (SSDD), a document that provides a detailed specification for the enterprise software architecture of the new voting system. The document is in the final stages of review and revision and will also be finalized by early summer 2016; and will be a core component in the manufacturing and procurement phase of the project.

In preparation for Phase IV of the project, the Manufacturing and Certification Phase, research is being conducted in various operations within the Department to examine and evaluate the possible impact the new voting system designs may have on processes and logistics. Some of those operations being examined are Vote By Mail, tally and polling place-to-vote center migration efforts. Careful planning, research and continued engagement is crucial as we plan for the manufacturing and eventually final implementation of the project. The administration of elections is a complex set of operations which require comprehensive and strategic preparation.

We have continued to engage our VSAP Advisory Committee, the VSAP Technical Advisory Committee as well as the public throughout the course of the project. In addition, we are closely monitoring legislation that supports a model of election administration that will allow effective implementation for the new system. In particular, we are closely analyzing and engaging with Secretary of State and Legislative staff on SB 450 which proposes comprehensive changes to election administration in California. The current bill language includes provisions that allow counties to send all voters a Vote By Mail ballot as well as provide ballot drop-off locations and vote centers. Vote centers

are a critical component to the implementation of the new voting system and as such, Los Angeles County has taken a Support in Concept position for this bill. The Department will continue to monitor this bill and will update your Board on further developments.

BMD Design Update

These images are the latest iteration of the Ballot Marking Device (BMD). The Department worked with IDEO to further refine the system specifications and design of the BMD and its associated components including the User Interface and the Integrated Ballot Box (IBB). In the next reporting period, we will arrive at a final design of the BMD which will be incorporated in five final Design Validation Units (DVUs).

For more information about the design concepts of the new voting system, please visit our website at http://www.lavote.net/vsap/design-concepts.

Vote By Mail Research

As mentioned in the previous quarterly report, the Department conducted Vote By Mail user testing in November with the goal of assessing the usability and accessibility of the proposed Vote By Mail ballot

and packet design. There were 76 participants randomly selected for this research representing various age groups, language groups and voting experience. The participants rated their experience on the following topics: overall design including layout, font, size, and length of the ballot, ease of use, privacy and anonymity of voting experience, and level of confidence to accurately record votes. The attached Newsletter provides a detailed discussion of the results of this research. The full report is available on the VSAP website at http://www.lavote.net/Documents/vsap/Vox%20VBM%20Report%20V1.3.pdf.

Tally System

The Department introduced concepts for the new tally system to the Technical Advisory Committee (TAC) through a series of conference calls held in December and January. The purpose of these meetings was to introduce and discuss the key architectural design directions of the tally component of the new voting system. In addition, participants discussed tabulation methodologies including centralized tally and distributed ballot scanning.

We continue to engage TAC members to seek their feedback on the proposed tally system. The feedback gained from the TAC provides guidance to the VSAP team as we work towards further refining the tally system concept.

Vote Center Planning

One of the elements of the new voting experience presented by the VSAP are vote centers. Vote centers would allow eligible voters to cast their ballot at any location within the County during the voting period, increasing access and convenience. In researching models and best practices for developing a vote center strategy, the VSAP team met with the Department of Parks and Recreation to learn from their Parks Needs Assessment study; which aimed to determine geographic boundaries and spatial needs of communities to ensure equal access to parks and recreational facilities. The VSAP team gained valuable insight from this study. The methodology used by the Department of Parks and Recreation will be considered in developing a plan for the strategic placement of vote centers.

The analysis of vote centers has also been a significant part of the Department's legislative efforts in conjunction with SB 450. The formula for the minimum number of vote centers that a county must have is one of the most crucial elements of the bill, and the Department has been an active member in these discussions. In addition to the vote center formula, which includes ratios for both the early voting period and Election Day, these discussions have also included extensive examinations of the operating hours, distribution, and other requirements of vote centers. These deliberations are ongoing and the Department will continue to advocate for a vote center model that is consistent with VSAP.

Procurement Strategies Workshop

The Department held a Procurement Strategies Workshop on December 15, 2015. Representatives from the Chief Information Office and County Counsel were also in attendance. This workshop was conducted as part of the initial preparation work for the Manufacturing and Certification Phase of the project. Among the discussion points were: identifying the requirements for the ideal software and BMD hardware contractors, developing a procurement communication and evaluation tool, and a presentation of the different implementation strategies and solicitation models conceptualized by the VSAP team. These considerations are crucial for launching an open process for system manufacturing at the beginning of Phase IV.

Stakeholder Engagement

The VSAP team met with voter engagement committees to give status updates on project activities during this quarter. We have engaged over 3,200 voters, poll workers, election administrators and other stakeholders throughout the course of this project resulting in a concept for an improved voting experience which includes new processes and new technologies.

January 25, 2016 - Los Angeles County Quality & Productivity Commission
Jeramy Gray, Assistant Registrar-Recorder/County Clerk for Information Technology and Principal Project Manager, presented an update on the BMD design, extensive qualitative research, user testing, community engagement activities and the latest images of the voting system prototype to the Quality & Productivity Commission. This generated positive responses and continued support from the Commission.

January 27, 2016 – Community and Voter Outreach Committee (CVOC)
VSAP team members met with the CVOC to provide a project update. This included sharing the findings from the Vote By Mail user testing, a summary of community engagement efforts and other on-going activities. The members were also informed that the most recent reports and Newsletters are available on the VSAP website.

February 29, 2015 – Voting Accessibility Advisory Committee (VAAC)
VSAP team members met with the VAAC to provide a project update. The VSAP team presented a brief overview of the Vote By Mail user testing and an update on engaging various voting accessibility organizations. An open invitation was extended to members to observe the upcoming Advisory Committee Meeting on March 16, 2016.

Media Coverage

During this reporting period, the project has been featured in the following articles and publication:

February 16, 2016 - Human-Centered Design for the Voting Experience
http://ssir.org/articles/entry/human_centered_design_for_the_voting_experience

December 8, 2015 - Upgrading California's Elections for the 21st Century
http://www.cafwd.org/reporting/entry/bringing-california-elections-into-the-21st-century

November 9, 2015 - Election Administration Reports - Volume 45, Number 22
http://www.lavote.net/Documents/vsap/press_room/_11092015_november%209-final.pdf0

VSAP Newsletter

Attached to this report is the latest issue of the VSAP Quarterly Newsletter which is produced to keep the VSAP Advisory Committee, VSAP Technical Advisory Committee, and the public informed regarding project developments. This issue provides a discussion of the results of the Vote By Mail research and other on-going activities within the project.

About the VSAP

Launched in September 2009, the Voting Systems Assessment Project (VSAP) was developed by the Department in response to the growing voting system needs and challenges faced by the County.

While the County's current voting system has served the voters of Los Angeles County with accuracy and integrity, the design of these systems and the age of their technology do not offer the technical and functional elasticity necessary to continue to accommodate the growing and increasingly diverse electorate.

The size and diversity of Los Angeles County and the limited voting systems market, however, make it almost impossible to reasonably consider a commercial off-the-shelf voting system solution. Any voting system solution will entail a significant development or customization process in order to satisfy the County's needs, General Voting System Principles and technical requirements.

In response to these needs and challenges, the VSAP takes an unprecedented and comprehensive approach at modernizing the County's voting system. The vision of the project is to implement a voting system through a transparent process that takes into account the needs and expectations of current and future Los Angeles County voters. The VSAP aims at achieving three goals in this process: 1) give current and future Los Angeles County voters an unprecedented opportunity to participate in the assessment and development process; 2) increase voter confidence in the electoral process through the participatory structure of the project; 3) synthesize public input and research to acquire or develop a new voting system for the County.

Stay Connected

More information regarding the Voting System Assessment Project (VSAP) is available to the public online at www.lavote.net/vsap. The pages on our website are frequently updated with news and information and are a great way to stay connected with the progress of the project between quarterly reports. We strongly encourage public input throughout the process and look forward to continuing to work with your Board on this critical project.

If you have any questions please contact me directly or your staff may contact Jeramy Gray, Assistant Registrar-Recorder/County Clerk at (562) 462-2714 or via email at jgray@rrcc.lacounty.gov.

VOTING SYSTEMS ASSESSMENT PROJECT

Quarterly Newsletter

IN THIS ISSUE

- **In This Issue**
- **Message from Dean**
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- **Legislation**
- **Planning for the Next Phase**
- **Community Engagement**
- **In the News**

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#LACounty VSAP approach: technology in voting is something you do WITH and FOR -- not TO -- voters. lavote.net/VSAP #acelectiontech

MESSAGE FROM DEAN

As the County's Registrar of Voters, I am tasked with ensuring accountable and transparent administration of national and local elections. It is our Department's responsibility to provide the resources necessary so that the election process is accessible and no voters are disenfranchised. In order to maintain the integrity and accessibility of elections, we must have the right systems and processes in place - from the voter registration system, to the machines at the polling places, to the tally system that we use to accurately count the votes.

As we prepare for the Presidential Election this year, the importance of the Voting Systems Assessment Project is reinforced. We must continue our effort to develop a better voting system for our voters by the 2020 Presidential Election. The current technology does not provide optimal accessibility and usability to our voters. As President Obama pointed out, it is "easier to order a pizza than vote." The challenge therefore is to continue seeking ways to develop a voting experience that allows for increased flexibility and convenience for our voters, a system that allows us to meet the voters where they are and serve them in ways that are familiar and meaningful. Our goal is to arrive at a design that allows voters to have choices and an ability to customize their experience in a manner that instills trust, confidence and possibly even excitement in the experience of casting a vote.

In this issue, we share with you the latest design developments and the research findings that have led to those developments. This includes updates to the design of the Vote By Mail packet, Vote By Mail ballots and the Ballot Marking Device.

We encourage your continued participation and feedback as we approach the end of the current phase and move forward with the System Engineering and Certification Phase.

Dean C. Logan

DEAN C. LOGAN
Registrar-Recorder/County Clerk
Los Angeles County

DESIGN CONCEPT UPDATE

The Ballot Marking Device (BMD) design has been further refined with design modifications incorporated in the last few months. We are close to completing the system engineering and design specifications of the new voting system and all its associated components including the User Interface and the Integrated Ballot Box (IBB). The Design Validation Units (DVUs) will be presented at the conclusion of Phase III. For up-to-date information on the VSAP and design concepts, visit our website at http://www.lavote.net/vsap/design-concepts.
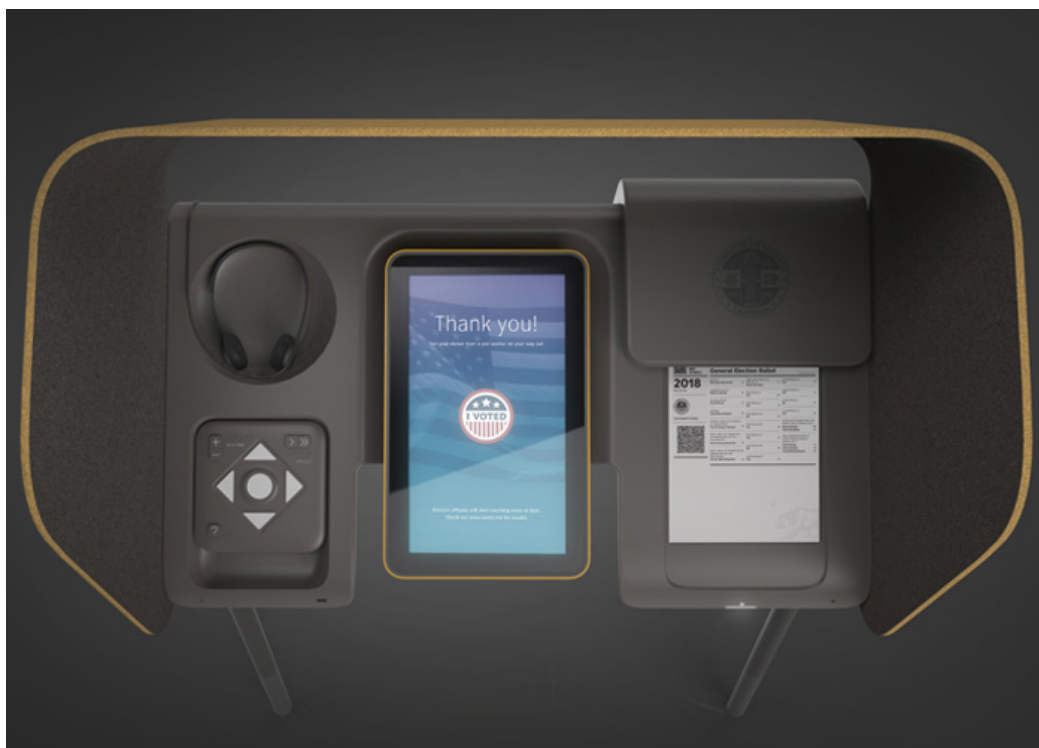
LEARNINGS FROM THE RESEARCH: VOTE BY MAIL USER TESTING

The Department conducted Vote By Mail (VBM) user testing in November 2015 to test the usability and accessibility of the new Vote By Mail design as well as to evaluate the impact of the ballot size and secrecy sleeve on the overall voting experience. We gained significant insights from this research that validated the design and identified areas for improvement. In this section, you will find a summary of some of the findings from the Vote By Mail user testing and our next steps in refining the design.

Participants

76 voters participated in the research. They were purposefully selected according to the following criteria: experienced VBM voters, new VBM voters, seniors ages 65 and up, young people ages 18-25, people with minimal formal education, Spanish speakers, Korean speakers, people with motor impairments and people with mild visual impairments. We were assisted by our partner organizations in the recruitment of participants. These organizations include: League of Women Voters of Los Angeles County, United Cerebral Palsy of Los Angeles, Korean Resource Center, NALEO Educational Fund and Asian Americans Advancing Justice.

The participants were asked to rate their interaction with the proposed Vote By Mail ballot in different areas: overall lay-out including font size and font style, ease of finding contests and marking selections, completing the ballot, packing up, and mailing a valid ballot.

The graphs below and charts that follow provide a general picture of the individuals who participated in the research. In addition to basic demographic characteristics, you can see varying levels of voting experience, access to computers, use of mobile phones, financial situation and educational attainment. The diversity of these participants reflects the larger LA County electorate.

GENDER
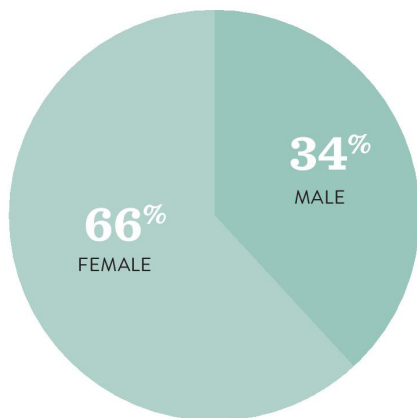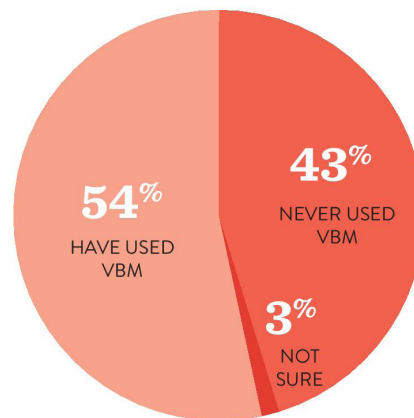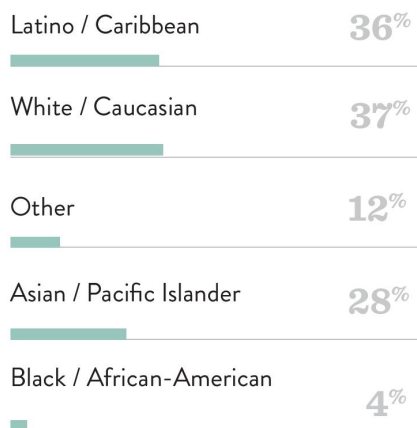
66% FEMALE

34% MALE

VOTING EXPERIENCE

54% HAVE USED VBM

43% NEVER USED VBM

3% NOT SURE

RACE / ETHNICITY

Latino / Caribbean	36%
White / Caucasian	37%
Other	12%
Asian / Pacific Islander	28%
Black / African-American	4%

Results add up to greater than 100% as several participants reported mixed racial/ethnicity by marking more than one race/ethnicity category.
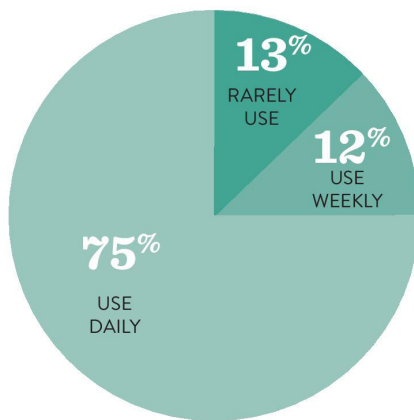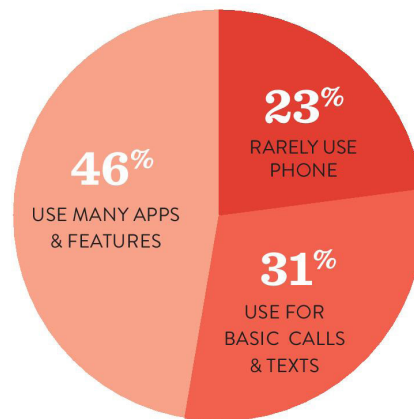
ACCESS CHALLENGE

Any Disability	66%
Motor Impairment	14%
Visual Impairment	5%
Cerebral Palsy	5%

AGE

18-29	33%
30-39	8%
40-49	8%
50-59	9%
60-69	10%
70-79	26%
80+	5%

—
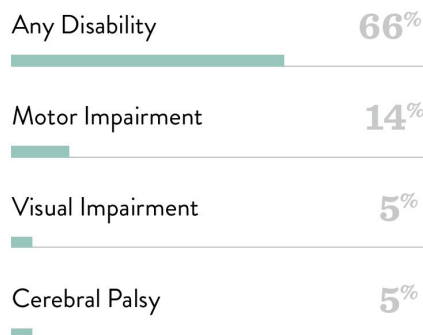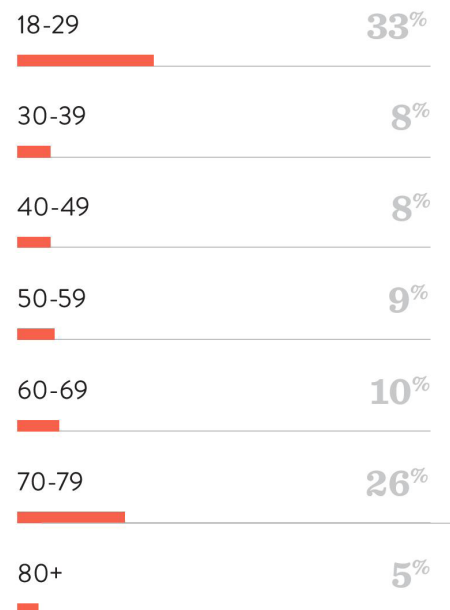
Participant Breakdown

Participants were diverse in terms of race/ethnicity, gender, age, educational attainment, ability, voting experience, technology experience, and financial status.

COMPUTER USAGE

13%
RARELY USE

12%
USE WEEKLY

75%
USE DAILY

MOBILE PHONE USAGE

23%
RARELY USE PHONE

46%
USE MANY APPS & FEATURES

31%
USE FOR BASIC CALLS & TEXTS

FINANCIAL SITUATION

Not enough for basics like food	1%
Not enough for bills	20%
Living month-to-month	36%
Comfortable with a little left over to save	38%
Enough to splurge	4%
Prefer not to answer	1%

EDUCATIONAL ATTAINMENT

No formal schooling	1%
1-8 Grade	1%
9-12 Grade	8%
High school	12%
Associates or Bachelors	34%
Masters	13%
PhD or professional	12%
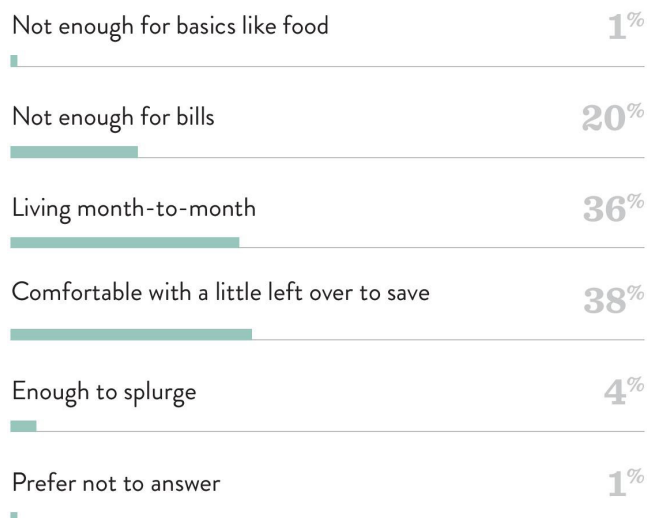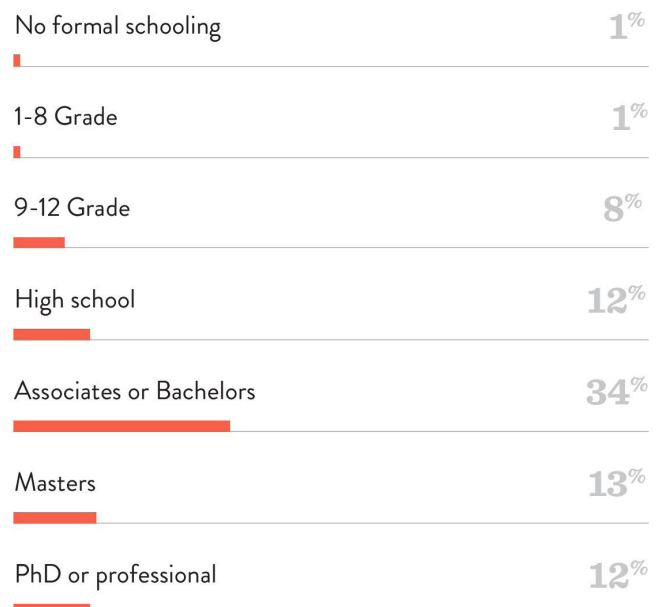
Overall Layout

Participants were asked to narrate their first impressions of the ballot when they first opened the packet. A majority of the voters recognized the simplicity and ease of layout. The voters overwhelmingly embraced the design, commenting that it was efficient and official looking.

91% of participants thought the font was an easy size to read. Voters who usually require a larger font type to read content, such as the participants from United Cerebral Palsy of Los Angeles and those who reported mild visual impairments, found that the font size, the bold letters, and the colors make the ballot readable and legible.

> **It looks less intimidating than current ballots.**

> **It looks kind of modern. Very straight forward. I like the feel. The borders have a nice feel. It seems very efficient, instead of each page being one section. It is nicely put together. It is very user friendly. It looks like something that carries weight and value.**

Usability & Accessibility

The usability of the proposed design was gauged through the ease of finding candidates and measures on the ballot. Participants rated the experience of finding contests on a quantitative scale from very hard to very easy. On average, 7% of the voters rated the finding of contests as hard, 36% thought it was okay while 58% said it was easy to look for contests on the ballot.

> " I like how the judicial offices and state offices are bolded and go with the background. The yes or no's are pretty clear. The size may be helping with this. I think the descriptions are clear. I like how A, J, N are separate on the left and are easier to find. "

Marking the Ballot

As we have learned from previous studies of best practices, ballot systems that allowed voters to read contest information and mark on the same page were more cognitively intuitive than those systems that involve a separate selections sheet. In the proposed design, the selection circles are directly under each contest description. Voters had increased confidence in this system because they are less likely to commit errors while marking their votes than in the current model where they go back and forth between a separate booklet and the ballot.

In addition, all ballots and secrecy sleeves included instructions on how to mark their selection. These design decisions were aimed at enhancing usability and increase accessibility for people with fine and gross motor impairments.

> " It is really superior because the choices are right there in front of you. It's a no brainer that the thing you're inking is exactly there. There's no cross checking, much faster, very much more reassuring. This will assure the paper trail, especially in a recount. There's really so little chance of making the wrong decisions. "

Accuracy of Completing the Ballot

On the analysis of accuracy, this study found that voters completed their ballots with an average of 19.7 correct marks out of 21 contests. 80% of the voters who returned their ballots marked 20 or all 21 contests correctly. A small minority of 6% scored ten or fewer contests correctly.

This research validates many of the key design elements necessary for a usable and accessible design, which are already present in the proposed Vote By Mail ballot. There is room for improvement based on the findings from the user testing. The Department is working with IDEO to further refine the design and incorporate the valuable feedback learned from this research.

The full Vote By Mail research report is available on our website at http://www.lavote.net/vsap/research.

LEGISLATION UPDATE

The Department is closely monitoring proposed legislation that will allow for the effective implementation of the new voting system. Los Angeles County has taken a Support in Concept position for Senate Bill 450. The concepts enumerated in this bill are aligned with the voting experience that the Department envisions for the voters – the establishment of vote centers, a period for early voting, and ballot drop-off locations. On the concept of an All Vote By Mail election, however, the County is proposing an alternative option as an amendment to the bill. We continue to dialogue with the Secretary of State, legislators, and stakeholders, and actively monitor other legislative activity related to election administration.

PHASE IV PLANNING

The VSAP team is preparing the groundwork for the next phase of the project, the System Manufacturing and Certification Phase, which will be launched this summer. In connection with this, a Procurement Strategies Workshop was held on December 15, 2015. The workshop was attended by the VSAP Internal Project Team and representatives from IDEO. Representatives from the Chief Information Office and County Counsel were also present. Among the topics on the agenda were identifying the requirements for the ideal software and BMD hardware contractors, developing a procurement communication and evaluation tool, and a presentation of the different implementation strategies and solicitation models conceptualized by the VSAP team. The input from the workshop will be used as guidelines for the process of competitive bidding in the next phases of the project.
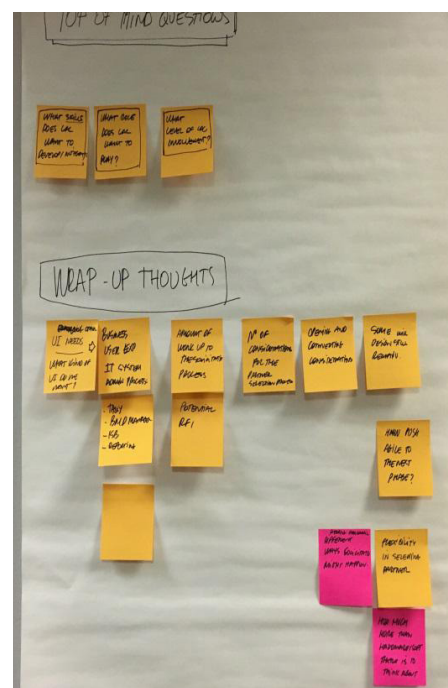
COMMUNITY ENGAGEMENT

Throughout the course of the project, we have continuously engaged members of the public and community groups. In addition, as the project continues to gain national attention, various individuals from different localities, states and countries have expressed interest in the project and have contacted the VSAP team to learn more about our research and design. To date, we have engaged over 3,200 voters, poll workers, election administrators and stakeholders resulting in a concept for an improved voting experience which includes new processes and new technologies.

Los Angeles County Quality & Productivity Commission | January 25, 2016
The VSAP was invited by the Quality & Productivity Commission to present an update on the BMD design, extensive qualitative research, user testing, community engagement activities and the latest images of the voting system prototype. The Commission provided positive feedback and support for the project.

Community and Voter Outreach Committee (CVOC) | January 27, 2016
We gave a project update to the members of the CVOC. We shared the findings from the Vote By Mail user testing, a summary of community engagement efforts and other on-going activities.

Voting Accessibility Advisory Committee (VAAC) | February 29, 2015
We presented a project update at the most recent VAAC meeting. We shared a brief overview of the Vote By Mail user testing and our efforts on engaging various voting accessibility organizations. An open invitation was also extended to members to observe the upcoming Advisory Committee Meeting on March 16, 2016.

IN THE NEWS

February 16, 2016 - Human-Centered Design for the Voting Experience
http://ssir.org/articles/entry/human_centered_design_for_the_voting_experience

December 8, 2015 - Upgrading California's Elections for the 21st Century
http://www.cafwd.org/reporting/entry/bringing-california-elections-into-the-21st-century

November 9, 2015 - Election Administration Reports - Volume 45, Number 22
http://www.lavote.net/Documents/vsap/press_room/_11092015_november%209-final.pdf0

FOR MORE INFORMATION

Get the latest updates and project developments by visiting the Voting System Assessment Project (VSAP) website at www.lavote.net /vsap. We strongly encourage public input throughout the process and look forward to continuing to work with you on this critical project.
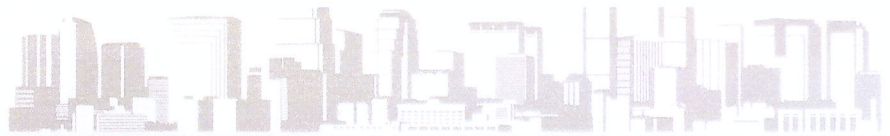
DEAN C. LOGAN
Registrar-Recorder/County Clerk

June 14, 2016

TO: Supervisor Hilda Solis, Chair
           Supervisor Michael D. Antonovich
           Supervisor Don Knabe
           Supervisor Mark Ridley-Thomas
           Supervisor Sheila Kuehl

           Sachi A. Hamai, Chief Executive Officer

FROM: Dean C. Logan, Registrar-Recorder/County Clerk

VSAP Quarterly Report – 2nd Quarter, 2016

The following is the second quarterly update of 2016, detailing project activities and accomplishments during the period of March 1 to May 31, 2016. These reports are provided to inform your Board and the public on the progress of the Voting Systems Assessment Project (VSAP). This quarterly report is prepared in response to the motion adopted by your Board on September 7, 2010.

During this reporting period, the Department actively engaged the members of the VSAP Advisory Committee and Technical Advisory Committee to ensure that critical decisions are well-guided in the development of design, software and engineering specifications for the voting system. Further refinements and final touches are being made on the Ballot Marking Device design as well as the Vote by Mail packet based on the findings from the user testing and the feedback from our committee members. These voting system components, as all others being designed through the project, have also been tested by voters, pollworkers and various partners. It is a core value of this project to engage voters throughout the process in order to design a voting system that is human-centered.

Next quarter, we expect to transition from the Design and Engineering Phase to the Manufacturing and Certification Phase of the project. The end of the current phase marks a significant milestone in the project. By the conclusion of this phase we expect to have a software design and specification packet as well as five prototypes that will serve to validate the system design and functions. These items, along with other design documents, will provide the necessary information to begin an open and competitive process to solicit for the manufacturing of the system.

The culmination of this phase will be marked by a series of discussions with contractors, the VSAP Advisory Committee and Technical Advisory Committee and other critical stakeholders. As a part of this series of discussions, on June 30, 2016, we will be hosting a public unveiling of the prototypes and a panel presentation to discuss the project journey and next steps with key stakeholders. Event invitations have been sent to your respective offices via email.

As we approach these significant project milestones, our Presidential Primary Election reinforced the importance of this project. During this election, the need to modernize the voting experience for Los Angeles County voters was made very evident. Aging voting technologies and outdated manual processes created challenges for voters, pollworkers and administrators; challenges that may be eliminated with the new voting experience and technologies we are developing through this process.

Committee Activities

Throughout this process, the VSAP Advisory Committee and Technical Advisory Committee have shared their expertise and provided guidance to the Department as we design the new voting experience and system features. In this quarter, the Department held various meetings with the committees to finalize design and technical elements that need to be addressed prior to the end of the Design Phase.

Technical Advisory Committee Meeting, IDEO Office in Palo Alto, CA
March 7-9, 2016
The VSAP team and design contractor, IDEO, met with members of the Technical Advisory Committee to present the latest system design developments. Meeting participants received a demonstration of the latest Ballot Marking Device prototype. This prototype is a functional model that provides a simulated voting experience that has a functioning touchscreen and the ability to scan an interactive sample ballot QR code, print a ballot, and cast it in an Integrated Ballot Box. During this prototype demonstration, meeting participants had the opportunity to see the user interface flow as well as system accessibility features and functions. The VSAP team and committee members had the opportunity to interact with the prototype individually and provide candid feedback. Reactions to the device were very positive. The group was particularly enthusiastic about seeing the accessibility features.

Other important components of the voting experience were discussed including the Interactive Sample Ballot (Poll Pass) and the Vote by Mail packet. The meeting provided a venue for design and technical questions to be addressed by all parties present. The feedback and suggestions gathered from this meeting are all being considered in the production of the final system design.

Advisory Committee Meeting, RR/CC Headquarters in Norwalk, CA
March 16, 2016
Members of the VSAP Advisory Committee attended a meeting with the VSAP team and IDEO to discuss the latest Ballot Marking Device design refinements. Attendees also reviewed the Interactive Sample Ballot and discussed next steps for the project. Committee members were also presented the updated Vote by Mail packet and the results of the user testing that was conducted in November 2015 and contributed to the proposed packet design.

Design Validation Unit Review, IDEO Office in Palo Alto, CA
May 16, 2016
Members of the VSAP Technical Advisory Committee, VSAP Advisory Committee, and Voting Accessibility Advisory Committee reviewed the accessibility features and the audio ballot of the most recent Ballot Marking Device prototype. The attendees interacted with the prototype which demonstrates the Ballot Marking Device's capacity to be customized to voter preferences, including font size, screen contrast, language selection and audio speed and volume. This meeting was conducted to gather feedback from our committee members with a focus on accessibility and usability. The objective of the discussion was to ensure the new voting experience has the ability to serve all Los Angeles County voters.

Public Engagement

May 11, 2016 – Community and Voter Outreach Committee (CVOC)
VSAP team members provided CVOC members an update on the project including latest milestones and upcoming project activities.

May 24, 2015 – Voting Accessibility Advisory Committee (VAAC)
VSAP team members updated the VAAC on project developments including design updates that provide for universal accessibility and usability, committee activities, and upcoming events. Members who had the opportunity to interact with the latest prototype shared their feedback and provided an overview of the experience with the group.

Project Recognitions

Election Verification Network Award
On March 10, 2016, the VSAP received the "Outstanding Innovation in Election Technologies Award" from the Election Verification Network (EVN) for developing ground-breaking technologies and processes that encourage robust election verification and auditing. This is a significant recognition from an organization that focuses on verification, transparency and security of voting in the country.

The California Museum Exhibit
The California Museum and the Secretary of State's Office are highlighting our effort to modernize voting systems in their exhibit entitled "Power of the People: Voting in California 1850-2016." A prototype of our future Ballot Marking Device is being showcased as the future of voting in California, highlighting our effort to make the voting process more human-centered. The exhibit will run from May 17 to November 13, 2016 at the California Museum in Sacramento.

Media Coverage

The Washington Post
March 21, 2016 – Beyond Chads: Voting Technology Catches Up
http://www.washingtonpost.com/sf/brand-connect/audi/beyondchads

PBS SoCal
March 13, 2016 – A Brand New Way of Voting at the Polls
https://www.youtube.com/watch?v=xBlwJ7PsGZI

VSAP Newsletter

Attached to this report is the new issue of the Quarterly Newsletter which is produced to keep the VSAP Advisory Committee, VSAP Technical Advisory Committee, and the public informed on project activities and developments in the voting system.

About the VSAP

Launched in September 2009, the Voting Systems Assessment Project (VSAP) was developed by the Department in response to the growing voting system needs and challenges faced by the County. While the County's current voting system has served the voters of Los Angeles County with accuracy and integrity, the design of these systems and the age of their technology do not offer the technical and functional elasticity necessary to continue to accommodate the growing and increasingly diverse electorate.

The size and diversity of Los Angeles County and the limited voting systems market, however, make it almost impossible to reasonably consider a commercial off-the-shelf voting system solution. Any voting system solution will entail a significant development or customization process in order to satisfy the County's needs, General Voting System Principles and technical requirements.

In response to these needs and challenges, the VSAP takes an unprecedented and comprehensive approach at modernizing the County's voting system. The vision of the project is to implement a voting system through a transparent process that takes into account the needs and expectations of current and future Los Angeles County voters. The VSAP aims at achieving three goals in this process: 1) give current and future Los Angeles County voters an unprecedented opportunity to participate in the assessment and development process; 2) increase voter confidence in the electoral process through the participatory structure of the project; 3) synthesize public input and research to acquire or develop a new voting system for the County.

Stay Connected

More information regarding the Voting System Assessment Project (VSAP) is available to the public online at www.lavote.net/vsap. The pages on our website are frequently updated with news and information and are a great way to stay connected with the progress of the project between quarterly reports. We strongly encourage public input throughout the process and look forward to continuing to work with your Board on this critical project.

If you have any questions please contact me directly or your staff may contact Jeramy Gray, Assistant Registrar-Recorder/County Clerk at (562) 462-2714 or jgray@rrcc.lacounty.gov.

VOTING SYSTEMS ASSESSMENT PROJECT

Quarterly Newsletter

IN THIS ISSUE

- **Message from Dean**
- **Committee Activities**
- **Special News**
- **Public Engagement**
- **In The News**
- **Coming Soon**

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MESSAGE FROM DEAN

As we approach significant project milestones, our Presidential Primary Election reinforced the importance of the work we are doing with the Voting Systems Assessment Project (VSAP.) During this election, the need to modernize the voting experience for Los Angeles County voters was made very evident. Aging voting technology and outdated cumbersome processes created challenges for voters, pollworkers and administrators; challenges that may be eliminated with the new voting experience and technologies we are collaboratively designing through this process.

Los Angeles County voters are in need a voting experience that is better designed to meet their lifestyles, habits and needs; a voting system designed with voters in mind. I appreciate all your efforts to help make this happen. Your work is more important now than ever.

I am not the only one who recognizes the importance of the VSAP. Various election jurisdictions, organizations and experts throughout the country are following our project and recognize the important work we are all doing, organizations such as the Election Verification Network who granted our project their "Outstanding Innovation in Election Technologies" Award. This award recognizes the commitment of all Committee members, staff and partners to ensuring our future voting experience in Los Angeles County supports the integrity, security and accessibility of elections. Congratulations to all of you for this recognition and thank you for being a part of this important project.

DEAN C. LOGAN
Registrar-Recorder/County Clerk
Los Angeles County

COMMITTEE ACTIVITIES

A series of meetings with our Technical Advisory Committee and Advisory Committee were held to discuss updates to the design of various system components such as the Ballot Marking Device, Interactive Sample Ballot, and Vote by Mail packets. In line with our continued commitment of a transparent and participative process, these meetings allow for a healthy discussion to generate recommendations from our technical experts and community representatives to further refine the design specifications of the voting systems.

Technical Advisory Committee Meeting | March 7-9, 2016

The VSAP team and IDEO met with the members of the Technical Advisory Committee to share the latest system design updates. Meeting participants received a demonstration of the latest Ballot Marking Device User Interface and hardware. Participants had the opportunity to personally interact with the device. The prototype provides a simulated voting experience that has a functioning touchscreen, scanner, printer and ballot box.

During this meeting, other components of the voting experience were also discussed including the Interactive Sample Ballot, Poll Pass and the Vote By Mail packet. The meeting provided a venue for design and technical issues to be addressed by all parties present. The feedback and suggestions gathered from this meeting are all considered in the production of the final design.

Advisory Committee Meeting | March 16, 2016

The VSAP team met with the VSAP Advisory Committee to present the design updates to various system components and discuss next steps for the project.

Amongst design updates discussed were those made to the Vote by Mail packet as a result of user testing which took place in November. Members had the opportunity to discuss the user testing results that impacted the design decisions.

Design Validation Unit Review | March 16, 2016

Members of the Technical Advisory Committee, Advisory Committee, and Voting Accessibility Advisory Committee reviewed the usability and accessibility features of the Ballot Marking Device. Some of the accessibility features that were demonstrated include the audio ballot, tactile keypad, and touchscreen customization options. Those customization options include font size, color contrast, language and language selection. This meeting was conducted to gather the feedback of our committee members who focus on accessibility and usability issues.

SPECIAL NEWS

On March 10, 2016, the VSAP was recognized by the Election Verification Network (EVN) with an Outstanding Innovation in Election Technologies Award. Congratulations to Advisory and Technical Advisory Committee members and project staff for all your work and dedication to the project. Your work to create a voting system that supports the integrity, security and accessibility of the election process is being recognized by leaders across the country.

Our Ballot Marking Device prototype is part of an exhibit entitled "Power of the People: Voting in California 1850-2016" at the California Museum in Sacramento. The prototype is showcased as the future of voting in California. The exhibit runs from May 17 to November 13, 2016.
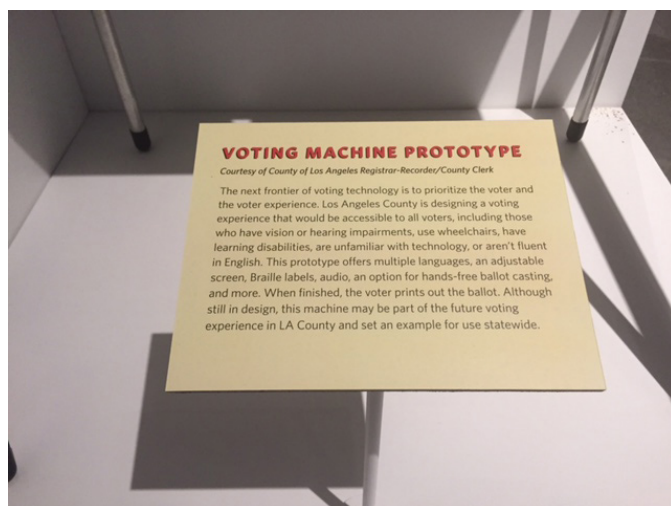
PUBLIC ENGAGEMENT

Community and Voter Outreach Committee (CVOC) | May 11, 2016

A quarterly update was provided to the members of the CVOC on the milestones in the project including the various design improvements and planning for the next phase of the project.

Voting Accessibility Advisory Committee (VAAC) | May 24, 2015

VSAP team members updated the VAAC on project developments including design updates which provides for universal accessibility and usability, committee activities, and upcoming activities. Terri Lantz and Gabe Taylor, who had the opportunity to interact with the latest prototype shared their feedback and provided an overview of the experience with the group.

IN THE NEWS

March 21, 2016
The article **"Beyond Chads: Voting Technology Catches Up"** published in the Washington Post describes how LA County is using the human-centered approach to develop the voting system and modernize the voting process. Read the article here:
http://www.washingtonpost.com/sf/brand-connect/audi/beyondchads

March 13, 2016 - A Brand New Way of Voting at the Polls
Watch this news feature on PBS SoCal about LA County's effort to design the future voting system:
https://www.youtube.com/watch?v=xBlwJ7PsGZI

COMING SOON!

A new and improved VSAP website will be launched next quarter. The new website will showcase the story of the project and the latest system design. The new website design is intended to keep you up-to-date with the latest developments in the project in an easy, user-friendly manner. Visit www.vsap.lavote.net to learn more about the project. We strongly encourage public input throughout the process and look forward to continuing to work with you on this critical project.

DEAN C. LOGAN
Registrar-Recorder/County Clerk

September 20, 2016

TO: Supervisor Hilda Solis, Chair
              Supervisor Michael D. Antonovich
              Supervisor Don Knabe
              Supervisor Mark Ridley-Thomas
              Supervisor Sheila Kuehl

              Sachi A. Hamai, Chief Executive Officer

FROM: Dean C. Logan, Registrar-Recorder/County Clerk

VSAP Quarterly Report – 3rd Quarter, 2016

The following is the third quarterly update of 2016, detailing project activities and accomplishments during the period of June 1 to August 31, 2016. This report is provided to inform your Board and the public on the progress of the Voting Systems Assessment Project (VSAP). This report is prepared in response to the motion adopted by your Board on September 7, 2010.

This quarter, we accomplished major milestones. We completed the System Design and Engineering Phase of the project. During this phase, we engaged voters, pollworkers, and design and technology experts to reimagine new voting experience for Los Angeles County. This new design will provide voters with a more convenient and accessible voting experience that leverages technology and maintains election security and integrity. We are now preparing for the launch of the Manufacturing and Certification Phase. Thanks to the continued support of your Board and the Chief Executive Office, we continue to be seen as a national leader in voting systems modernization with this innovative project.

Design Validation Units

The Department received five updated Ballot Marking Device prototypes from our contractor IDEO on June 13, 2016. These prototypes, also known as Design Validation Units (DVUs) are functional prototypes that demonstrate the look and feel of the latest iteration of the Ballot Marking Device. The DVU allows for a simulated voting experience in a vote center setting. The DVUs demonstrate the device's scanner, touch screen user interface, audio user interface, accessibility features, printer mechanism, and integrated ballot box. These DVUs will be the design reference for the manufacturer in the next phase of the project. They will also be used as public education and outreach tools. We have made the devices available for demonstrations to community organizations and will continue to do so through the phase of the project.

Phase III Capstone Event: "VSAP: Creating the Voting Experience of the Future"

On June 30, 2016, the Department hosted a public conference to introduce the new voting experience and present the most recent ballot marking device prototype. The event, entitled "VSAP: Creating the Voting

Experience of the Future" marked the culmination of the System Engineering and Design Phase and celebrated the accomplishments of the project. The event was held at the Bob Hope Patriotic Hall and received great support from other County Departments including Military and Veteran Affairs and the CEO's office.

During the event, a two-part panel presentation was held where key project stakeholders shared their experiences with the VSAP. Speakers discussed the human-centered approach and the collaboration of the public and private sectors in voting system design. Panel participants included community leaders, design partners and experts in subjects such as security, accessibility and usability. Participants shared their personal experiences with the project and provided the audience an overview of the project's human-centered approach.

The Department also screened two short videos during the event. The first is a documentary entitled "Democracy by Design" narrates the story of the VSAP including the idea behind its conception, the research and design processes, the goals of the project, and the vision of a new voting experience. The second is an animated video of the new voting experience, which details the various components and services that will make voting more accessible and convenient in future elections. To view these videos, visit our website at vsap.lavote.net.

The event gathered past and present individuals who contributed to the project. In attendance were project staff, partners, consultants, contractors, VSAP Advisory Committee members, VSAP Technical Advisory Committee members, election administrators. Also in attendance were representatives from other County departments, the Board of Supervisors, and the office of the Secretary of State.

The successful event garnered attention from both local and national media. Media representatives had the opportunity to interact with the ballot marking device prototypes and interview key project stakeholders. Links to the press mentions are listed in this report as well as available on the VSAP website.

Joint VSAP Committees Meeting

The VSAP Advisory Committee and VSAP Technical Advisory Committee convened on July 1, 2016 at the Tom Bradley Tower in Los Angeles City Hall. The members were updated on the software and hardware design, the new Vote-By-Mail packet, the Interactive Sample Ballot (ISB), and modernized tally system.

The members of the VSAP Committees were actively engaged throughout the design process through their technical expertise and representing the voice of the diverse communities in the LA County. The Department will continue to involve the committee members during the Manufacturing and Certification Phase. The members expressed their continued commitment and support to the project as we move forward.

Enterprise Services Master Agreement (ESMA)

The Department launched a request for bids under ESMA for consulting services to prepare for the manufacturing, certification and implementation of the future system. From the pool of eligible vendors, we received one response to the bid. That response came from Gartner, Inc. (Gartner.)

Gartner will be tasked to conduct an assessment of the Department's organizational and operational readiness to accommodate the future state of election services in Los Angeles County. Gartner will also conduct market research to identify potential voting system manufacturers, assess the risks and challenges, and identify the best procurement strategy. Furthermore, Gartner will assist in developing a project schedule and a conceptual approach to the implementation of the new system.

Your respective Board offices received notification regarding this ESMA on August 31, 2016. We will schedule a project update and ESMA briefing with your office to provide you with further details on this engagement.

Public Engagement

Following the public unveiling of the latest voting system prototypes is the launch of public education and outreach efforts to introduce the new voting experience. Different organizations have requested prototype demonstrations and project updates to learn more about the project. To meet these requests, the following events were attended by the VSAP team during this quarter:

July 13-14, 2016 - California Association of Clerks and Election Officials (CACEO) Annual Conference
The VSAP team displayed two prototypes at the CACEO conference in Redondo Beach, CA. Election officials from different jurisdictions across the state interacted with the prototypes and provided their feedback.

July 21, 2016 - Los Angeles Votes Committee Meeting
The VSAP team presented a project update, and gave a demonstration of the voting system prototype to members of the LA Votes Committee and staff of the Los Angeles City Clerk.

July 22, 2016 - 2016 National Association of Counties (NACo) Conference and Exposition
We shared the VSAP's collaborative and participative approach in designing the new voting system to the different representatives from various jurisdictions across the nation at the NACo Conference in Long Beach, CA. The attendees interacted with the prototype to experience the new voting experience.

July 27, 2016 - Quality & Productivity Commission of Los Angeles County Meeting
The VSAP team gave a status update and presented the latest prototype to the members of the Commission.

July 27, 2016 – Community and Voter Outreach Committee (CVOC) Meeting
VSAP team members introduced the latest voting system prototype and the different components of the new voting experience to the members of the CVOC. We also update the committee on the next steps in the project and encouraged their continued involvement in the project. The members interacted with the prototype and gave their feedback.

August 5, 2016 - Voting System Demonstration at United Cerebral Palsy of Los Angeles
UCPLA invited the VSAP team to conduct a demo of the touch screen and audio interface of the latest prototype at their Culver City location. Their clients and staff interacted with the prototype and gave their feedback.

August 9, 2016 – National Conference of State Legislatures (NCSL) Legislative Summit
Jeramy Gray, Principal Project Manager and Assistant Registrar-Recorder/County Clerk for Information Technology, was invited to the NCSL Summit in Chicago, IL. He was a speaker for the "Technology: Improving Elections One Bit or Byte at a Time?" panel where he discussed LA County's efforts at modernizing the voting process to provide a more accessible service to its electorate.

August 16, 2016 – Voting Accessibility Advisory Committee (VAAC) Meeting
VSAP team members presented the most recent voting system prototype, accessibility features of the system and the next phase of the project. The members were given the opportunity to experience the touch screen, audio user interface and the interactive sample ballot.

Project Awards and Recognitions

UCPLA Certificate of Appreciation
We are honored to have been presented with a Certificate of Appreciation from the United Cerebral Palsy of Los Angeles (UCPLA) on August 5th. The VSAP has actively engaged members of UCPLA to test prototypes and to gather feedback that helped shaped the design of the new voting system.

Government Technology: Outstanding IT Project Award
The VSAP received the Outstanding IT Project Award at the Los Angeles Digital Government Summit held on August 30 & 31, 2016. The summit provides a venue for leaders from both the public and private sectors to share their innovative ideas, knowledge, expertise, and learn best practices to improve the delivery of government services.

Media Coverage

July 5, 2016 - Building a Better Ballot
https://vimeo.com/173499637

July 3, 2016 - LA County implementing new digital voting system
http://abc7.com/society/la-county-implementing-new-digital-voting-system/1411913/

July 1, 2016 - L.A. County Plans to Overhaul its Voting System with Touchscreen Devices
http://www.govtech.com/dc/articles/LA-County-Plans-Overhaul-Voting-System-Touchscreen-Devices.html

July 1, 2016 - California: Los Angeles County unveils new voting system prototype
http://thevotingnews.com/los-angeles-county-unveils-new-voting-system-prototype-scv-signal/

July 1, 2016 - Touchscreen ballots and a choice in polling stations could be the future of voting in L.A. County
http://www.latimes.com/local/lanow/la-me-ln-county-voting-system-20160630-snap-story.html

July 1, 2016 - 새로운 투표 시스템 (New Voting System)
https://www.youtube.com/watch?v=cJ5_kwnQH3c&feature=youtu.be

June 30, 2016 - Here's what LA County's voting booth of the future will be like
http://www.scpr.org/news/2016/06/30/62185/l-a-county-aims-to-rollout-new-voting-system-by-20/

June 30, 2016 - Los Angeles County unveils new voting system prototype
http://www.signalscv.com/section/36/article/153961/

VSAP Newsletter

Attached to this report is the latest issue of the quarterly newsletter which is produced to keep the VSAP Advisory Committee, VSAP Technical Advisory Committee, and the public informed on activities and developments in the project.

About the VSAP

Launched in September 2009, the Voting Systems Assessment Project (VSAP) was developed by the Department in response to the growing voting system needs and challenges faced by the County. While the County's current voting system has served the voters of Los Angeles County with accuracy and integrity, the

design of these systems and the age of their technology do not offer the technical and functional elasticity necessary to continue to accommodate the growing and increasingly diverse electorate.

The size and diversity of Los Angeles County and the limited voting systems market, however, make it almost impossible to reasonably consider a commercial off-the-shelf voting system solution. Any voting system solution will entail a significant development or customization process in order to satisfy the County's needs, General Voting System Principles and technical requirements.

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Stay Connected

More information regarding the Voting System Assessment Project (VSAP) is available to the public online at vsap.lavote.net. The pages on our website are frequently updated with news and information and are a great way to stay connected with the progress of the project between quarterly reports. We strongly encourage public input throughout the process and look forward to continuing to work with your Board on this critical project.

If you have any questions, please contact me directly or your staff may contact Jeramy Gray, Principal Project Manager and Assistant Registrar-Recorder/County Clerk, at jgray@rrcc.lacounty.gov or (562) 462-2714.

VSAP

ISSUE 6
SEPTEMBER 2016

VOTING SYSTEMS ASSESSMENT PROJECT

Quarterly Newsletter

MESSAGE *from Dean*

This quarter, we celebrated a significant milestone in the project – the introduction of our new voting experience vision including the unveiling of the latest ballot marking device prototype. These milestones represent the culmination of the project's System Design and Engineering Phase.

Our efforts at modernizing the process of voting goes beyond upgrades in technology. We envision a systemic and holistic improvement in the way we provide election services, providing more accessible and flexible voting options for our voters. The new vision is a result of the hard work, participation and involvement of each and every one of you and your organizations throughout the system design and engineering process. Thank you for all the time and effort you have invested in getting us to this point.

As we transition to the Manufacturing and Certification phase, we will all be tasked with developing important strategies and implementation plans. These plans will be critical as we continue to move closer to delivering a more accessible and convenient election to our electorate. I encourage your continued engagement in the project and I look forward to our collaboration to reach our goals for the next phase.

DEAN C. LOGAN
Registrar-Recorder/County Clerk
Los Angeles County

NEW BALLOT MARKING DEVICE PROTOTYPES!

O ur design contractor, IDEO, delivered five updated ballot marking device prototypes, or Design Validation Units (DVUs) in June. These DVUs are functional units that feature a more sophisticated hardware and software specifications compared to the earlier iterations of the design. This DVU allows for a step-by-step demonstration of future experience in a vote center setting.

The DVU can scan a pre-marked Interactive Sample Ballot (ISB) and transfer the selections onto the device. The user may use the touch screen or audio user interface. It features bilingual text, customizable font and contrast, accessibility features, printer mechanism, and an integrated ballot box. These DVUs will be the design reference for the manufacturer in the next phase of the project.

County staff was trained on how to set-up, breakdown and store these prototypes. We learned techniques on basic troubleshooting and maintenance of these units.
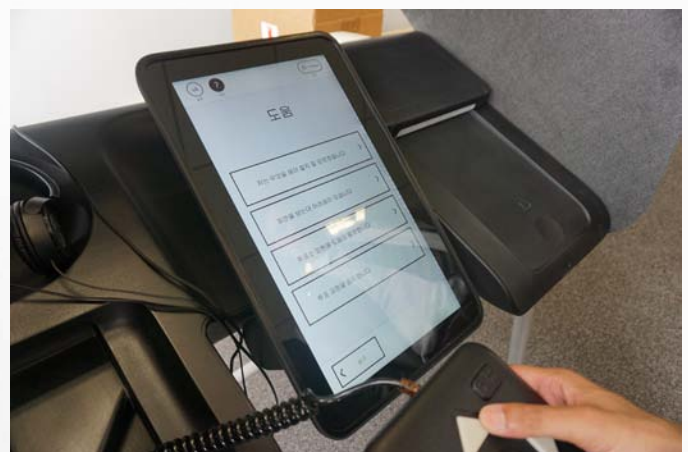
UNVEILING OUR VISION

We celebrated a major project milestone on June 30th at the Bob Hope Patriotic Hall—the culmination of the System Design and Engineering Phase, and the transition to the Manufacturing and Certification Phase.

The highlight of this event was the public unveiling of the latest ballot marking device prototype and the introduction of the voting experience of the future. In this new vision, Los Angeles County will modernize and upgrade the voting equipment and election services. The new voting experience includes a period of early voting, a ballot marking device with touch screen and audio user interface, an interactive sample ballot, vote centers, and a newly designed Vote by Mail ballot.

This celebration was kicked off with a media event attended by representatives from various news outlets including LA18, KABC TV, LA Times, NPR, and KCBS/KCAL among others. Media representatives interviewed key project team members and interacted with the prototypes.

The various iterations of the system were on display at the event. The display allowed participants to see the evolution of the design, from the early ideas to a fully functional, interactive prototype.

During the celebration, a two-part panel presentation was held to tell the story of VSAP through its design process and stakeholder engagement. We also screened two videos during the event – a documentary narrating the VSAP story entitled "Democracy by Design" and an animated video depicting the future state of elections and voting in LA County.

The panelists shared how RR/CC and IDEO collaborated in designing the new voting system. The speakers were Dean Logan, LA County Registrar-Recorder/County Clerk; Matt Adams, IDEO Lead Project Manager; and Pamela W. Smith, VSAP Technical Advisory Committee member and President of Verified Voting.

The second panel was composed of Efrain Escobedo of California Community Foundation, Deanna Kitamura of Asian Americans Advancing Justice, Terri Lantz of the United Cerebral Palsy of Los Angeles, Jared Marcotte of The Turnout, and Whitney Quesenbery of the Center for Civic Design. The speakers shared their contributions to the design and their experiences as members of the VSAP Advisory Committee and VSAP Technical Advisory Committee. The event was attended by project partners, election administrators, County representatives and members of the community.

UNVEILING OUR VISION

Dean with our system design partners – IDEO, Digital Foundry and Cambridge Consultants.

The VSAP Internal Project Team

COMMITTEE MEETINGS

The VSAP Advisory Committee and Technical Advisory Committee met at the Tom Bradley Tower in Los Angeles City Hall on July 1, 2016. The committee members interacted with the prototype and discussed key components of the systems including software and hardware specifications, Vote-By-Mail, Interactive Sample Ballot (ISB), and tally. The Department discussed the next steps in the project and the role of the committee members in the manufacturing, solicitation, and certification process.

PUBLIC ENGAGEMENT

The VSAP team attended different meetings and conferences to conduct prototype demonstrations and update the public on the different accomplishments in the project.

JULY 13-14, 2016; REDONDO BEACH, CA
California Association of Clerks and Election Officials (CACEO) Annual Conference

The VSAP team gave system demonstrations to election officials from different jurisdictions in California. This event was a great opportunity to gather feedback from subject matter experts and future users of the system.

LA County Chief Executive Officer Sachi A. Hamai casts her ballot in this simulated voting process.

JULY 21, 2016; CITY CLERK'S OFFICE
City of Los Angeles, Votes Committee Meeting

The LA City Clerk invited the VSAP team to conduct a demonstration of the touch screen and audio interface to the members of LA Votes Committee.

JULY 22, 2016; LONG BEACH, CA
National Association of Counties (NACo) Conference and Exposition

Dean talked about the collaborative and participative approach in designing the new voting system. Representatives from counties across the nation attended the annual conference and had the opportunity to interact with the prototype.

JULY 27, 2016; RR/CC HEADQUARTERS
Quality & Productivity Commission of Los Angeles County Meeting

The VSAP team gave a status update and presented the latest prototype to the members of the Commission.

JULY 27, 2016; RR/CC HEADQUARTERS
Community and Voter Outreach Committee (CVOC) Meeting

VSAP team members introduced the latest voting system prototype and the different components of the new voting experience to the members of the CVOC. The team also update the committee on the next steps in the project and encouraged their continued involvement in the project. CVOC members interacted with the prototype and gave their feedback.

PUBLIC ENGAGEMENT

Voting System Demonstration at United Cerebral Palsy of Los Angeles (UCPLA)

The VSAP team was invited by UCPLA to give a voting system demo for their clients and staff. The clients at UCPLA interacted with the prototype and were introduced the future voting experience in Los Angeles County.

During this demonstration, UCPLA granted Dean Logan and the VSAP a certificate of appreciation in recognition of the effort to include voters with disabilities in the system design process. UCPLA self-advocates participated in several of our user testing sessions of both the ballot marking device and the vote by mail packet. Many of the accessibility features incorporated in the system design are from feedback these user testing. We are honored to have the opportunity to work closely with this organization.

UCPLA self-advocates try the latest prototype of the voting system. These prototypes feature accessible voting technology for an improved voting experience.

To read the UCPLA's Press Release on the event, visit http://www.prweb.com/releases/2016/08/prweb13600825.htm.

AUGUST 9, 2016; CHICAGO, IL
National Conference of State Legislatures (NCSL) Legislative Summit

Jeramy Gray, Assistant Registrar-Recorder/County Clerk for Information Technology, shared the VSAP's approach of modernizing the voting process during the panel "Technology: Improving Elections One Bit or Byte at a Time?"

AUGUST 16, 2016; RR/CC HEADQUARTERS
Voting Accessibility Advisory Committee (VAAC) Meeting

VSAP team members updated the committee members on the latest voting system prototype, accessibility features, and the plan for the next phase of the project. The members interacted with the touch screen and audio user interface of the prototype.

PROJECT RECOGNITION

Congratulations to the VSAP for being named Outstanding IT Project at the Los Angeles Digital Government Summit held on August 30 & 31, 2016. The summit provides a venue for leaders from both the public and private sectors to share their innovative ideas, knowledge, expertise, and learn best practices to improve the delivery of government services.

IN THE NEWS

The links below provide access to the news articles and television segments that feature the VSAP:

July 5, 2016 | Building a Better Ballot
https://vimeo.com/173499637

July 3, 2016 | LA County implementing new digital voting system
http://abc7.com/society/la-county-implementing-new-digital-voting-system/1411913/

July 1, 2016 | L.A. County Plans to Overhaul its Voting System with Touchscreen Devices
http://www.govtech.com/dc/articles/LA-County-Plans-Overhaul-Voting-System-Touchscreen-Devices.html

July 1, 2016 | California: Los Angeles County unveils new voting system prototype
http://thevotingnews.com/los-angeles-county-unveils-new-voting-system-prototype-scv-signal/

July 1, 2016 | Touchscreen ballots and a choice in polling stations could be the future of voting in L.A. County
http://www.latimes.com/local/lanow/la-me-ln-county-voting-system-20160630-snap-story.html

July 1, 2016 | 새로운 투표 시스템 (New Voting System)
https://www.youtube.com/watch?v=cJ5_kwnQH3c&feature=youtu.be

June 30, 2016 | Here's what LA County's voting booth of the future will be like
http://www.scpr.org/news/2016/06/30/62185/l-a-county-aims-to-rollout-new-voting-system-by-20/

June 30, 2016 | Los Angeles County unveils new voting system prototype
http://www.signalscv.com/section/36/article/153961/

STAY CONNECTED

HAVE YOU VISITED OUR NEW WEBSITE?

Get the latest updates and project developments at **VSAP.lavote.net**

You can view an animated video of the envisioned future voting experience in LA County. Learn more about the project, access full research reports, media coverage, and read the blogs from our team and committee members.

INTERESTED IN SHARING YOUR THOUGHTS ON THE PROJECT?

Submit it at **vsap@rrcc.lacounty.gov** to be featured on our blog.

FOLLOW US ON SOCIAL MEDIA

@lacountyrrcc

VSAP
VOTING SYSTEMS ASSESSMENT PROJECT

VSAP
VOTING SYSTEMS ASSESSMENT PROJECT

Phase III: System Design and Engineering

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Words from Dean

I am excited to share with you this culminating report detailing the accomplishments and milestones during the System Engineering and Design Phase (Phase III) of the Voting Systems Assessment Project (VSAP). We are one step closer to providing a new and improved voting experience for the County's electorate that ensures the delivery of accessible, secure, trustworthy and transparent election services. This report provides a comprehensive detailing of the design process, the development of the various components of the new voting system, research, partnership with stakeholders, and the activities that led into the final system design and specifications.

As detailed in this report, we have developed functional prototypes that feature sophisticated hardware and software specifications that allow for an interactive demonstration of the voting process. We produced the final system design for the Ballot Marking Device (BMD), an improved Vote By Mail (VBM) ballot, an Interactive Sample Ballot (ISB), a modernized tally system, and developed the concepts for expanded election services including vote centers and early voting. We actively supported legislation that would allow for the regulatory environment needed to implement the new voting experience. With the voting experience model now identified, our work continues as we refine the systems and develop specifications for the manufacturing of the device.

I am grateful to the individuals who have contributed their time and effort into the project. This process was truly a collaborative effort among the members of the VSAP Advisory Committee and Technical Advisory Committee, Board of Supervisors, community leaders, stakeholders, and the general public. The VSAP allowed voters to have a voice in the development of their voting system and shape a fundamental democratic process. We continue to encourage your participation and engagement as we move forward to the next phases in the project and the full implementation in 2020.

DEAN C. LOGAN
Registrar-Recorder/County Clerk
Los Angeles County

Project Overview

Los Angeles County established the Voting Systems Assessment Project (VSAP) to modernize its aging voting system and create a voting experience that meets the needs of its electorate. The InkaVote Plus system, currently used by Los Angeles County, is nearing the end of its service life and relies on major components that were developed in the 1960s. Due to the size and complexity of Los Angeles County, finding a voting system to replace the aging InkaVote Plus system is not an easy task. The County provides election services to over 5 million registered voters in 10 languages. The VSAP takes a collaborative and data driven approach that focuses on the needs of voters and maximizes stakeholder participation.

The VSAP is a comprehensive multi-phase project. These phases represent significant and important efforts towards voting system modernization and are a testament to the thorough and unprecedented approach taken by the VSAP.

- **Phase I: Public Opinion Baseline Research (September 2009 – July 2010)**
- **Phase II: Process Assessment (January 2011 – December 2011)**
- **Phase III: System Design and Engineering (January 2012 – September 2016)**
- **Phase IV: Manufacturing and Certification (October 2016 – December 2019)**
- **Phase V: Implementation**

Project Timeline

Phase I:
Public Opinion Baseline Research
(Sep 2009 – Jul 2010)

Objective: Phase I of the project sought to compile an array of baseline data from multiple stakeholders that included voters, pollworkers, advocates, key community organizations representing traditionally underserved voter constituencies, and elections staff.

Phase II:
Process Assessment
(Jan 2011 – Dec 2011)

Objective: Phase II of the project sought to define fundamental guiding principles of the project, establish a formalized stakeholder input body for the duration of the project, and to evaluate and assess the landscape for acquiring a new voting system.

Phase III:
System Design and Engineering
(Jan 2012 – July 2016)

Objective: Phase III of the project will identify the development strategy for a new voting system, establish a formal advisory committee with technical expertise, design a new voting system and develop the engineering specifications for manufacturing and certification.

Phase IV:
Manufacturing and Certification
(Aug 2016 – Dec 2019)

Objective: Phase IV of the project will result in the manufacturing and certification of the new voting system and its components.

2010   2011   2016   2020

Project Overview

Phase I

In Phase I of the project, an array of baseline data that would shape the overarching strategy for voting system modernization was gathered. This data was gathered from election stakeholders and subject matter experts such as voters, pollworkers, advocates, key community organizations and elections staff through a variety of research and engagement activities. This research focused on evaluating the current voting system and experience, and learning what users expect of the future voting system. The research revealed that users expect more than just an upgrade in voting technology, and modernization efforts needed to improve the entire voting experience.

Phase II

Building on the research and learnings from Phase I, the VSAP Advisory Committee (AdCom) was established in Phase II to ensure the voice of the voter continued to guide the voting system design process. The AdCom is a formal engagement body composed of stakeholders and experts in elections that represent different communities within the Los Angeles County electorate. As their first task, the AdCom took the results from the research conducted in Phase I and used that data to create and adopt the General Voting System Principles which acts as a guide for voting system modernization. These principles ensure that the new voting system meets the diverse needs of Los Angeles County voters.

Following the development of the General Voting System Principles, the Registrar-Recorder/County Clerk (RR/CC) began its search for a new voting system by assessing the voting systems market and regulatory environment in which these systems are implemented. Prior to conducting this research, the RR/CC had participated in a Request for Information (RFI) issued by the City of Los Angeles in search of federally certified and state approved voting system, and found that none of the seven voting systems evaluated met the City's requirements. The RR/CC also evaluated the acquisition models by which it could acquire a new voting system that would meet the needs of Los Angeles County and its voters.

The RR/CC collaborated with a research team of graduate students from UCLA Luskin School of Public Affairs to conduct research on regulations governing voting systems testing and certification process and its impact on Los Angeles County's goal to implement a new voting system. The research found that without changes to the regulatory environment, it would be very difficult for the RR/CC to meet its goals of acquiring and implementing a new voting system.

These factors along with feedback from the AdCom made a strong case for the RR/CC to acquire a new voting system by engaging in a voting system development project.

Project Overview

Phase III

Phase III of the project marked a major transition from voting system research to the design and development of the new voting system. The work in Phase III of the project was spread across three distinct and coordinated efforts: Voting system design, stakeholder engagement, and proactive legislative action.

In order to continue engaging stakeholders and incorporate the expertise needed in voting system design, the VSAP Technical Advisory Committee (TAC) was established. The TAC was established to provide the VSAP with the necessary technical expertise in technology, security, transparency, and accessibility during voting system design. The 12 member TAC is a diverse group composed of subject matter experts from a variety of industries and fields. The expertise and guidance provided by the TAC has been an invaluable component to the completion of Phase III. In addition to engaging the members of the TAC, communication and outreach efforts engaged the public and kept them informed about project developments.

To begin to envision and design a new voting system and in an effort to remain aligned with the VSAP values of transparency, citizen participation, and utilizing sound data during this stage, the VSAP launched an "Open Design Search" in January 2012. The Open Design Search engaged a broad range of experts, designers, and the general public to begin to gather ideas for the design of an innovative voting system that will meet the unique needs of Los Angeles County's large and diverse electorate. There were two primary components to the Open Design Search: 1) Open Innovation Challenge and 2) Voter Experience Brainstorming Workshops. This Open Design Search was conducted in partnership with the Information Technology Innovation Foundation Accessible Voting Technology Initiative, Election Verification Network, OpenIDEO, and with funding from the Election Assistance Commission and resulted in over 150 concepts for improving the voter experience for Los Angeles County voters. A full report of this Open Design Search is available on the VSAP website[1].

In 2013, the RR/CC identified and engaged IDEO to begin to analyze all the data and concepts gathered since project kick-off and to begin to translate that information into refined designs. IDEO is an award-winning global design firm that specializes in human-centered design. This design methodology focuses on users and finds innovative solutions to meet their needs. The engagement with IDEO produced design and engineering specifications for a new voting experience which consists of a new Ballot Marking Device (BMD), an improved Vote by Mail (VBM) ballot, an innovative Interactive Sample Ballot (ISB), and a modernized Tally System. Each of these components was the product of extensive research, stakeholder engagement, the human-centered design process, iterative prototyping, and consultation with the VSAP AdCom and VSAP TAC. Together these components provide voters with an improved modernized voting experience that is more accessible, reliable, secure, and transparent.

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[1] http://vsap.lavote.net/wp-content/uploads/2016/06/open_design_search_report.pdf

Project Overview

Given the wide scope of the VSAP's modernization efforts, it became apparent that legislative action would be required to make the necessary changes to the regulatory environment to support the VSAP and implement the new voting experience. The VSAP took a proactive role in monitoring and influencing election legislation. These efforts resulted in the passing of SB 360, SB 450, and SB 439. SB 360 allows for the development and implementation of publicly owned voting systems. SB 439 and SB450 expand accessibility and options for voters by authorizing same day voter registration, the ability to vote anywhere within their county's jurisdiction, and requiring counties to provide an early voting period beginning ten days before election day. The project will continue these legislative efforts and leverage the unique research, county resources and political capital available.

The VSAP has gained national recognition for its innovative approach and important achievements. The VSAP has received awards from respected organizations such as the Election Verification Network, the National Association of County Officials, and Government Technology Magazine. For a complete list of awards, please refer to Exhibit A.

With the defined voter experience and system engineering and specifications completed in Phase III, the project will transition into Phase IV: Manufacturing and Certification. New partners need to be identified and engaged for system manufacturing and certification where necessary.

Voting System Design and Development

IDEO

IDEO's experience and approach is well aligned with the VSAP's values and goals and has proven to be a great asset to the project. IDEO is an award-winning global design firm that takes a human-centered, agile design approach to helping organizations in the public and private sectors innovate, develop new products, and provide better customer service. IDEO has great experience developing new ways to serve and support customers (or the public) by uncovering latent needs, behaviors, and desires. Furthermore, IDEO has a proven track record envisioning and bringing to life new products, services and spaces.

IDEO's engagement has allowed us to achieve great accomplishments. IDEO's design efforts, which focused on human factors such as usability and accessibility, generated key findings that shaped the design of the voting system. IDEO incorporated data gathered since the launch of the project into a new and improved voting experience which satisfies the needs of Los Angeles County voters.

Human-Centered Design

Historically, voting system design has not been driven by the needs of the voters. Primarily, voting systems have been developed to satisfy regulatory requirements and the needs of election administrators. The VSAP's approach to voting system design aimed to focus on voters' needs. With that in mind, the VSAP adopted a non-traditional human-centered design approach to modernize the current voting system. By engaging the public, advisory committees, and key stakeholders, the VSAP prioritizes the needs of voters throughout the development of the new voting system. This process helps facilitate transparency, which in turn builds public trust.

Throughout the design process, IDEO and the VSAP team conducted research with the public and incorporated their input with each prototype design iteration. These research efforts were comprised of focus groups and multiple user testing sessions to collect qualitative data. The data gathered was a combination of observing user interactions with the design prototypes, interviewing users to document feedback, and having users complete surveys. This data was analyzed and used to refine each prototype. This agile, iterative process was repeated until the final design was developed.

Agile Approach

The agile approach utilized in this project is an iterative, incremental method of managing the design and build activities for the project. This approach allows for requirements and solutions to evolve through collaboration of the project teams, designers, committee members and project stakeholders. By following the agile development methodology, there was an opportunity to assess the direction of the project throughout the design and development process. Utilizing this approach, the new voting experience went through an iterative design process, which involved developing prototypes for various system components, testing prototypes, gathering and analyzing data from each test, and continuing to refine the components to arrive at a design that satisfies the needs of the County's diverse voters. Exhibit F shows the design evolution of the voting system.
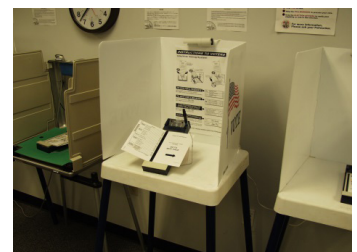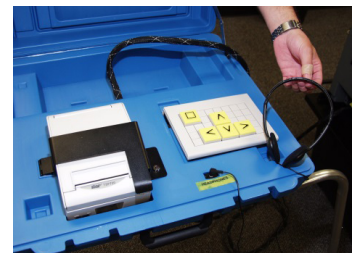
Current Voting Experience

In the current voting system, voters are assigned a polling place based on their residential address and precinct. Precincts are used to identify what contests a voter is eligible to vote for based on their residential address. Voters must go to that polling place on Election Day between the hours of 7:00 a.m. and 8:00 p.m. to vote. Each polling place is equipped with a paper roster of eligible voters residing in the precinct, a ballot box, paper ballots, and marking devices necessary for voters to mark and cast their ballots.

Los Angeles County currently uses the InkaVote Plus system, which consists of a Vote Recorder, an Accessibility Booth, a Precinct Ballot Reader (PBR), an Audio Ballot Booth (ABB) and a central ballot box. Voters are required to check-in and sign the roster where they are given a ballot. A voter takes their ballot to the vote recorder and makes their selection using the stylus on the device. The voter uses an ink stylus to stamp the vote mark in the desired vote position, and the voter's selections are captured in the corresponding ovals on the paper ballot. Voters who prefer to vote in a language other than English, as well as voters with visual impairments who prefer or require an audio ballot, utilize the Audio Ballot Booth to make their selections on a ballot.

Once a voter has finished marking their ballot, they take it to the PBR which is situated above the ballot box. The voter inserts their ballot into the PBR, which checks for blank ballots or over-votes. An over-vote occurs when more than the maximum number of selections allowed for a contest were made. If a ballot has over-votes or is blank, the PBR notifies the voter, who can choose to cast their vote as is, or spoil it and be issued a new ballot. If a ballot has no errors, it is simply inserted into the ballot box. After the polls close, the paper ballots are returned to the RR/CC where they are inspected, sorted, and tallied.

In addition to voting at the polls on Election Day, voters also have the option to go to the office in Norwalk 29 days before Election Day and cast a ballot in-person. Alternatively, voters can request a Vote by Mail ballot that allows voters to vote at their own convenience and return their ballot through the mail at any time up until Election Day or return it in-person at any polling place on Election Day.

The current processes and technology used to administer elections has remained relatively unchanged over the last 45 years. Over that time there have been significant changes in the size and diversity of the electorate as well as the lifestyles of these voters. Furthermore, the public's expectation of the public sector has evolved. Finally, technology has greatly evolved during this period.

New Voting Experience

The vision for the new voting experience includes:

Modern Tally System:
Supports ballot-level auditing for a more open and transparent counting process. The improved system can capture and store ballot images, tally both BMD and VBM ballots, and ensures accurate reporting of results.

Interactive Sample Ballot:
Provides voters the opportunity to mark and save their selections on an electronic sample ballot which generates a selections QR code which can then be taken to a vote center and scanned on a Ballot Marking Device to transfer selections onto the Ballot Marking Device for verification and printing of an official ballot.

Electronic Pollbooks:
Allows pollworkers to verify registration eligibility of any County voter. This new roster eliminates the need for the voter to go to one pre-assigned polling place with a paper roster that lists the voters for that precinct.

Ballot Marking Device:

Allows voters to use technology for an easy and accessible experience, while maintaining a paper ballot for the security and integrity of the election.

Early Voting:

Allows voters to mark and cast a ballot over an extended period of days. The voter will no longer be limited to voting on one particular day.

Vote Centers:

Allow voters to mark and cast a ballot at any vote center location throughout the county. The voter will no longer be limited to voting at an assigned polling place.

New Vote by Mail Experience:

Will provide voters with a much more user friendly voting experience. The new ballot and envelope design makes voting a Vote by Mail ballot much clearer and easier to understand.

New Voting Experience

The new and improved voting systems developed by the VSAP addresses many of the concerns with the current system and represents a complete transformation of the voting experience in Los Angeles County. This transformation extends beyond the polling place and the equipment voters use to mark their ballot. It entirely redefines the voting process and expands the opportunities voters have to cast their ballot.

The new voting experience provides significant improvements by:
- Providing all voters the ability to vote on the same device, regardless of their need to use accessibility features or vote in a language other than English
- Granting voters the option to vote at any vote center location in the County
- Protecting all voters' rights to privately and independently mark and cast their ballot
- Expanding the opportunity for early voting prior to Election Day
- Recording vote selections on paper in human readable text which more clearly captures voter intent and increases public trust
- Providing a more accessible and usable Vote by Mail experience

The voting experience is comprised of multiple components that include:
- A Ballot Marking Device (BMD), which is a new voting device that incorporates a customizable touchscreen interface, an audio interface, and a paper ballot.
- An Interactive Sample Ballot (ISB) which is an online platform where voters can pull up their sample ballot electronically, pre-mark their selections, generate a quick response (QR) code that can be scanned at any vote center to transfer selections onto an official ballot.
- An electronic pollbook for voter check-in at vote centers where pollworkers can access the voter registration data necessary to determine voters' registration status and capture their signature.
- Vote centers which will allows voters to cast their ballot anywhere in the county.
- A new Vote By Mail (VBM) ballot that provides a more user-friendly and accessible experience for voters with a full-faced marked sense ballot which contains contests and selections on one document.
- A modernized tally system that includes scanners to capture ballot images, software to read and tabulate the vote selections, and an interface to report the results.

New Voting Experience

Ballot Marking Device (BMD)

The new BMD is noticeably more modern in appearance than the current InkaVote Plus voting system. At a glance, the new BMD has a contrasting yellow and black color scheme, it has a privacy shield around the top, an adjustable touchscreen display that looks like a tablet, a set of headphones, a tactile keypad, a pathway for ballots, and four standing legs with noticeable clearance for wheelchair accessibility. Only after interacting with the device will a lot of the features come to surface.

Voters have a number of options to navigate the voting process: using only the touch screen, using the touch screen with the audio ballot, using the touch screen and tactile key pad, using the audio ballot with the tactile key pad, or using an assistive device via the dual-switch port with either the touchscreen or the audio ballot.

Both the touch screen and audio ballot are customizable by the voter. The touchscreen user interface also allows voters to adjust screen contrast and font size. The audio ballot allows for volume and speed adjustment. Both the audio ballot and the touchscreen will support the mandated 10 languages. The voter will be able to select their preferred voting language and toggle between languages at any time during the voting process. The device offers the ability to add additional languages as necessary in the future.

Voters can navigate either the touchscreen user interface or the audio ballot using the tactile key pad that can be useful to voters who have difficulties touching and/or seeing the touchscreen. The control pad can be removed from its nested area and put on the lap of the voter for easier reach. Key pad buttons are uniquely shaped and labeled to assist visually impaired voters. In addition, the device is equipped with audio and dual-switch ports for voters who would like to use their own assistive devices to navigate the voting process.

New Voting Experience

A built-in printer, scanner and integrated ballot box will streamline the voting process for voters. The new device will allow voters to make their selections, print and review their ballot, and cast their ballot into the ballot box all in one location without the requirement to go to another device or even pick up and hold the ballot. The QR code reader will scan the blank ballot at initiation and display the voter's ballot style so the voter can begin the voting process. If a voter has made their selections on the ISB, they can scan the QR code on the ISB and go directly to reviewing their selections, and make any changes if needed. Voters then print and cast the ballot on the same device. Each ballot box will be secured and has the capacity to hold up to 250 ballots. If the ballot box becomes full, there will be a secure process to replace the ballot box while protecting the confidentiality of the ballots and allowing voting to continue seamlessly.

The BMD is designed to protect a voter's privacy while voting. The yellow privacy shield as well as the security screen prevent other people from being able to easily view the voter's screen. Additionally, if a voter is navigating the voting process using the audio feature and controller, they have the option to turn off the screen so nothing appears on the display. Finally, a voter's selections are not stored in memory on the BMD to maintain privacy of the vote.

The BMD combines the functions of five current separate devices into one. The new device combines all the functions and accessibility features of: 1) the polling booth with ballot recorder, 2) Precinct Ballot Reader 3) Audio Ballot Booth, 4) wheelchair accessible voting booth and 5) ballot box. Voters can go to any of the new BMDs to mark their ballot and use any of the desired accessibility features.

The BMD design also takes into account the needs of the election administrator. The BMD utilizes modular components for easy set-up/breakdown, transportation, storage, maintenance, and updates to system software and hardware.

New Voting Experience

Interactive Sample Ballot (ISB)
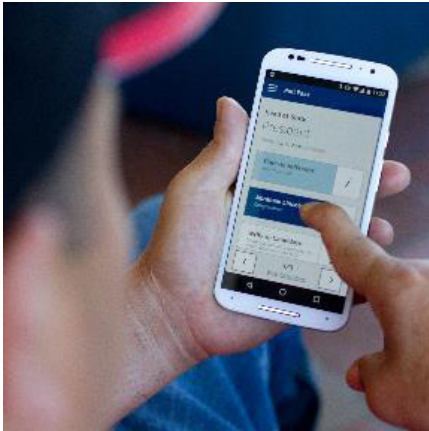
The development of the ISB is one of the most innovative enhancements to the voting experience. Currently, voters can mark their sample ballot booklet, take it into a polling place, manually copy the selections from the sample ballot booklet onto the ballot, and then cast their ballot. Using the new ISB, voters can mark their choices on an electronic device, save selections as a QR code, go to the polling place, scan the QR code to instantly transfer their selections onto a BMD, verify them, print and cast their ballot. The new ISB will make the voting process much quicker and easier for voters by eliminating the need to manually transfer each individual selection.

The ISB can be accessed through a responsive website from any computer or mobile device with an internet connection. Voters have the flexibility to interact with the ISB using a preferred assistive device, such as a screen reader. Once the voter has made their pre-selections on the ISB, they can take it into the polling place in two different ways. The voter can print their selections on a sheet of paper or they can save their selections on their mobile device. Along with the selections which will be encoded in a QR code, the voter will be provided next steps to complete casting the vote, information on interacting with the BMD using the ISB at the polling place, and an area for the voter to write down the address of their desired vote center.

New Voting Experience

Electronic Pollbook

An electronic pollbook is an alternative to a paper roster for checking in voters at a polling site, and is key to making the vote center experience possible. Through an electronic pollbook, a pollworker can access a voter's registration status and ballot style, as well as capture the voter's signature. The new BMD has been designed to be compatible with many existing electronic pollbook solutions with little customization requirements.

Electronic pollbook solutions primarily consist of a hardware component, such as a laptop or tablet used by the pollworker, and a software component that provides access to voter registration information through a user interface. The voter registration data may be stored locally on electronic pollbooks or may be hosted on a central database accessed by networked electronic pollbooks. Many of the benefits and capabilities of an electronic pollbook are dependent on a central database and a network connection. The benefits for voters include a faster and more accurate voter check-in, and the ability for their registration status to be verified at any vote center.

Electronic pollbooks also benefit election administrators. Electronic pollbooks allow for more accurate, voter rolls since the time delay for printing and delivering paper rosters is eliminated. Pollworkers can have real time rosters instead of rosters printed days or weeks prior to Election Day. Electronic pollbooks allow for real-time vote center monitoring and turnout statistics. They also improve the post-election reconciliation process by eliminating the need to convert data from paper records into electronic records. The streamlining of these processes has the potential for major cost savings.

Vote Centers

With our current system, voters who prefer to vote in person are limited to casting their ballot at their assigned polling place, or cast a provisional ballot if they choose to cast their ballot at a polling place that is not their assigned polling place. The provisional voting process is not clearly understood or liked by voters and costly for election administrators. Furthermore, voters may not be presented with all the contests they are eligible to vote in.

In the vote center model, voters can cast a ballot at any vote center location in the County. Pollworkers will be able to verify a voter's registration status and provide them the correct ballot style, preventing the need for the voter to cast a provisional ballot. Furthermore, there will be a 10 day early voting period where a voter can go to any vote center to cast their ballot. This new vote center model allows voters more flexibility and options for casting an in-person ballot. It is more aligned with the lifestyle of Los Angeles County voters.

New Voting Experience

Vote by Mail (VBM)

With the development of a new in-person voting experience, comes an enhanced Vote by Mail (VBM) ballot system. The proposed VBM ballot sets out to satisfy the needs of election administrators, while presenting a simple usable design for voters. The new VBM packet contains a secrecy sleeve, a foldable double-sided ballot, and a return envelope. Features such as the ballot size, paper thickness, font size, and multilingual ballot styles offer voters a simple and easy voting experience. The ballot dimensions bay be 8x11 inches or 11x17 inches to accommodate to elections with a small number of contests as well as elections with a large number of contests while minimizing the number of pages. Paper thickness enhances the durability and life span of the ballot. Vote by mail ballots will be available in bilingual formats with a font size and layout that makes it easy for voters to understand and mark the ballot.
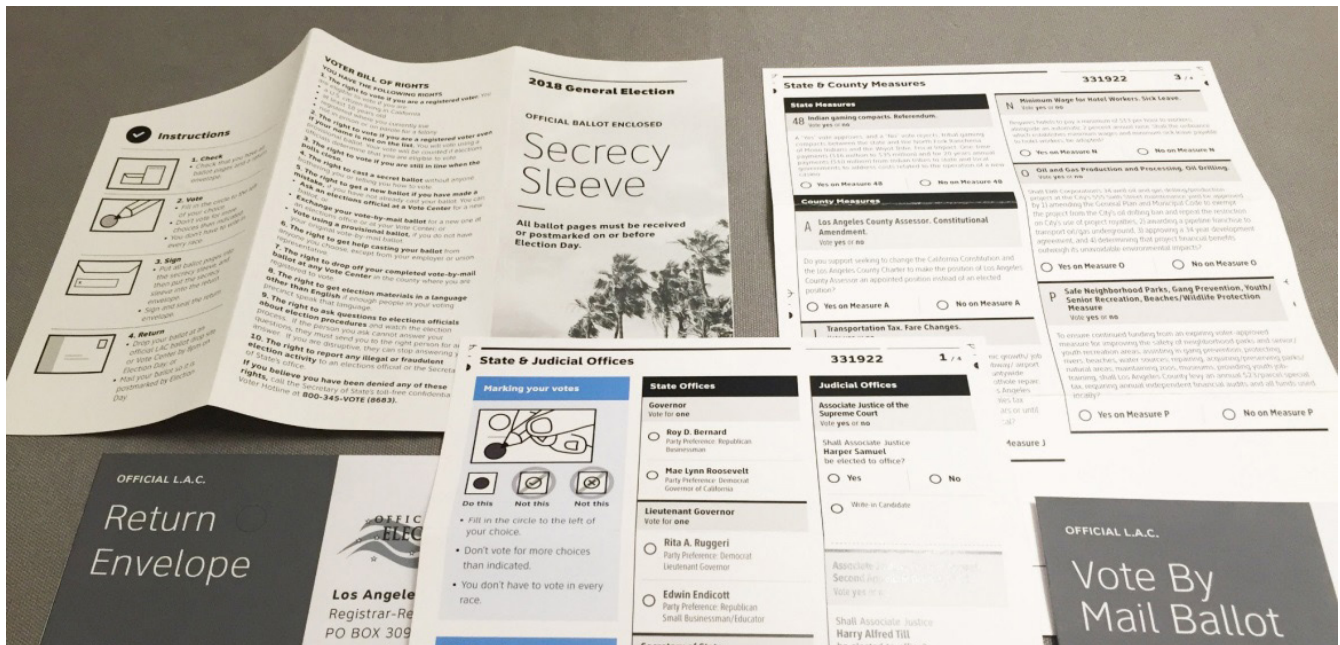
Tally

The scanning of paper ballots and the tally of votes will need change with the implementation of the new voting system. Currently, ballots are scanned and tallied at a central facility using optical mark-sense technology. With the new tally system, paper ballots will be scanned to a digital image and those images will be used to tally the votes using image processing technology. Although votes will continue to be tallied at a central location, the RR/CC will explore the option of implementing remote ballot scanning locations strategically placed throughout the County. Since the results of image processing can be transported more quickly over a secure network than paper ballots can be driven to a central facility, it may be possible to reduce the time it takes to produce tally results. An early prototype of a tally system is currently being developed.

Community and Stakeholder Engagement

Advisory Committees

The system design and engineering process was greatly guided by the VSAP Advisory Committee (AdCom) and the VSAP Technical Advisory Committee (TAC.) The VSAP established the committees to provide guidance throughout system design, development and implementation. The members of the VSAP AdCom are representatives from various community organizations that represent the County's diverse electorate. Also represented are critical stakeholders such as election administrators, political parties, and members of academia. The VSAP TAC is composed of individuals who have profound expertise in election technology, accessibility, usability, and security. These individuals come from non-profit groups and academic institutions across the country. For a complete list of the committee members and their biographies, please refer to Exhibit B.

Committee members actively participated in the consultation process throughout Phase III. Regular in-person meetings were held at the RR/CC headquarters and at the IDEO offices. These meetings were an avenue for the members to provide their technical input and recommendations for further refinements to the system and design. In addition, the VSAP team facilitated conference calls for committee members to provide their input on usability, accessibility, security, and other key design decisions.

These committees have served to safeguard the integrity and transparency of the process. The committee members contributed valuable time and input to the project. Their engagement to the project will continue as the project transitions into the Phase IV: Manufacturing and Certification.

Community and Stakeholder Engagement
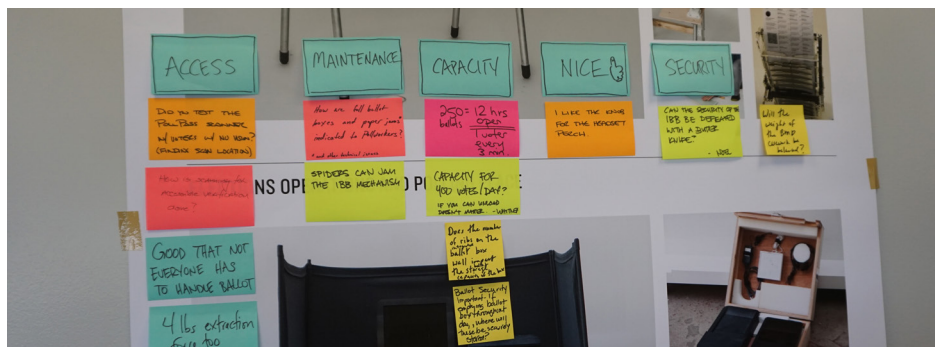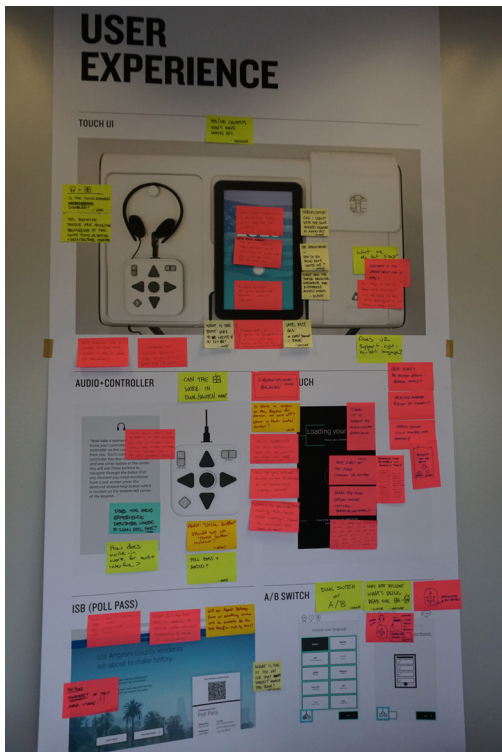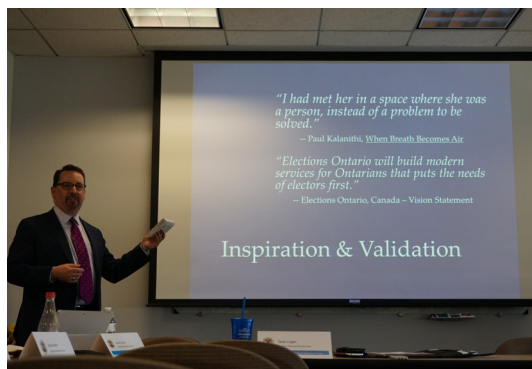
Community and Stakeholder Engagement

General Voting System Principles

At the forefront of the design process was a set of 14 design principles that were adopted by the VSAP AdCom to ensure that the new design meets the diverse needs of curr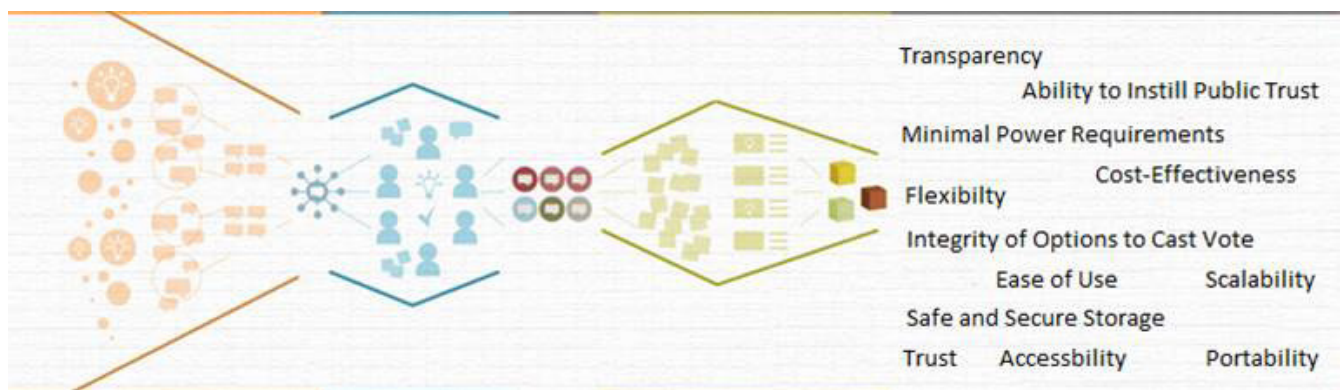ent and future Los Angeles County voters. The specific goal of these principles is to articulate the importance of: voter access and interaction with the voting system, security and auditability, as well as the operational requirements for transporting, setting-up, and operating the voting system.

1. The voting system must provide for **transparency**. The processes and transactions associated with how the system is set up, run, and stored should be easy for the public to understand and verify. This should include making hardware components available for inspection, and source code to the extent that the manner of doing so would not jeopardize system security or availability.

2. The voting system must be **scalable**. The system must provide sufficient technical and physical capacity to accommodate large and complex ballot styles, growing language needs, extremely large numbers of precincts and consolidation of elections with local districts and municipalities.

3. The voting system must be **flexible**. It must provide the ability to adapt to different election types, environments, and changing regulatory requirements, without the need to replace the entire system or to undertake costly system modifications that potentially compromise security.

4. The voting system must **instill public trust** by having the ability to produce a physical and tangible record of a voter's ballot to verify the ballot was marked as intended before it is cast and to ensure auditability of the system. It must demonstrate to voters, candidates, and the general public that all votes are counted as cast.

5. The voting system must have **integrity and be accountable** to voters and follow existing regulations. System features must protect against fraud and tampering. It should also be easy to audit and produce useful, accessible data to verify vote counts and monitor system performance.

6. The voting system must offer **a variety of options to cast a vote** to ensure that a single/fixed method of voting does not prove to be a barrier and source of disenfranchisement for any group of voters. The system should allow for variety in the location, time, and equipment used to cast a ballot.
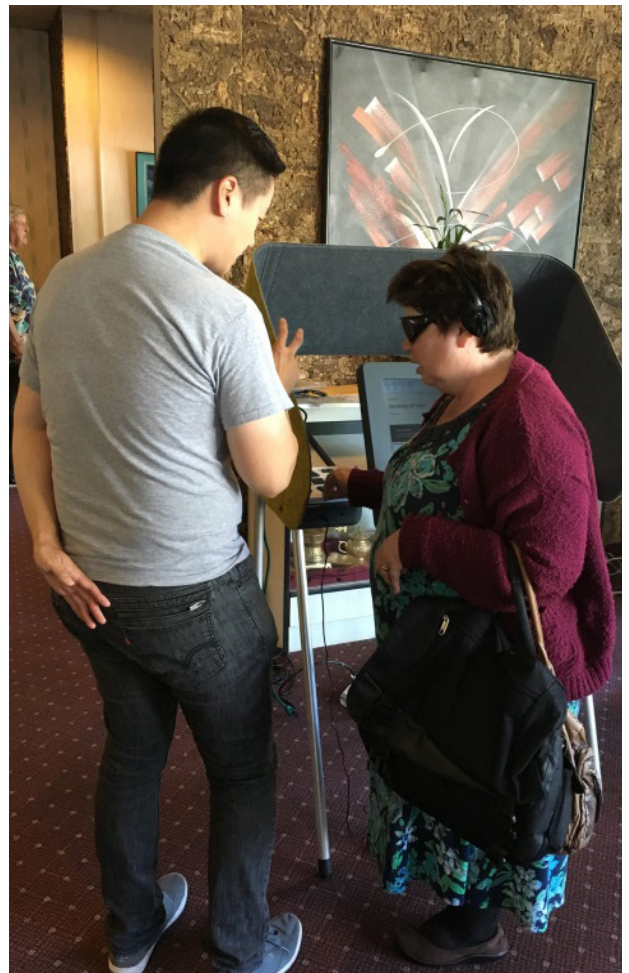
Community and Stakeholder Engagement

7. The voting system must guarantee a **private and independent voting experience** for all voters, including voters with a full range of types of disabilities and voters with limited English proficiency. Voting system features must allow the voter to select the language, adjust display features, alternate ballot formats (e.g. Audio Ballot), and method of controlling the marking tool, allowing voters to cast a ballot independently.

8. The voting system must be **easy for all voters to use**, in particular, for voters with a full range of types of disabilities and voters with limited English proficiency. The system must support plain language and be intuitive, user-friendly, and accessible to all, in order to minimize and easily identify voter errors. It should also provide all voters the ability to easily correct any errors that appear on their ballot prior to casting their ballot.

9. The voting system should be **easy and reliable for election workers to use**, set-up, breakdown, and explain.

10. The voting system must be **portable**. It should be lightweight and compact enough for transportation, setup, and efficient storage. A portable system could include features such as hand grips, handles, straps, and wheels that make transporting and maneuvering the voting system easy.

11. The voting system must include **features for safe and secure storage**. It should include features such as locks and security seals to protect the integrity of the machine while in the custody of election workers or in storage with election officials.

12. The voting system must have **minimal and/or flexible power and connectivity requirements**. It should not require such an extensive amount of power and connectivity that it limits locations where the voting system can be deployed.

13. The voting system must have **minimal requirements for system boot/programming** at polling sites and/or vote centers. It must also provide intuitive and quick fix troubleshooting solutions to empower election workers on Election Day. It should be easy to set up for operation by election workers at polling sites and/or vote centers.

14. The voting system must be **cost-effective**. Costs considered should include procurement, operating, and maintenance costs as well as consideration of expected system/equipment lifespan.

Community and Stakeholder Engagement

Community Engagement Activities

Since its launch, the VSAP has engaged voters and other key stakeholders through a collaborative and participatory process. This has allowed for extensive data to be gathered regarding the needs and preferences of the diverse Los Angeles County electorate. To date, the Department has engaged over 3,700 voters, poll workers, and election administrators through surveys, focus groups, community discussions, user testing, brainstorming sessions, workshops, interviews and prototype demonstrations to gather the public's feedback and input into the voting system design. The VSAP team has conducted prototype demonstrations and project updates for various organizations. These demonstrations provide a simulation of the voting experience utilizing the BMD. Various community organizations were actively involved during Phase III. Among these organizations are the California Council of the Blind, United Cerebral Palsy of Los Angeles (UCPLA), Native American Veterans Association (NAVA) and the Voter Accessibility Advisory Committee (VAAC), the League of Women Voters, the NALEO Educational Fund, Asians American Advancing Justice, and many others. Organizations assisted us in recruiting participants for various user testing and research activities. These presentations were opportunities to gather feedback from stakeholders and guide decisions around the design.

Community and Stakeholder Engagement
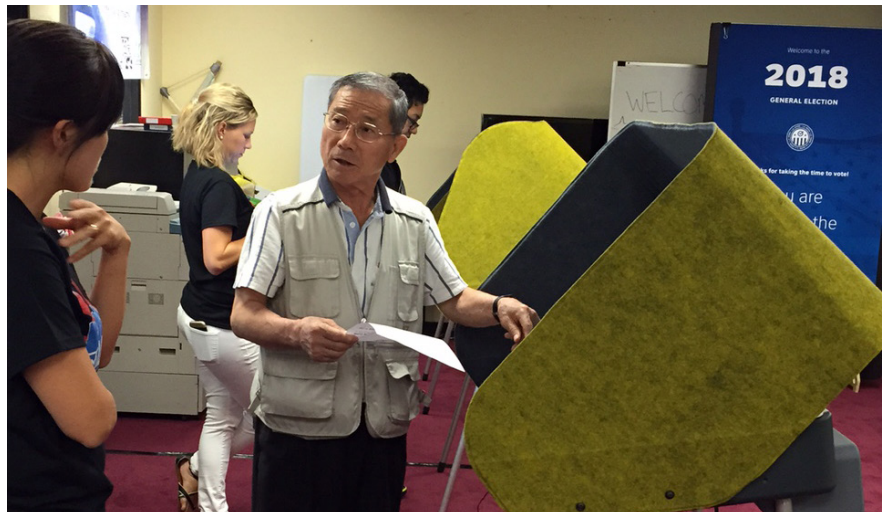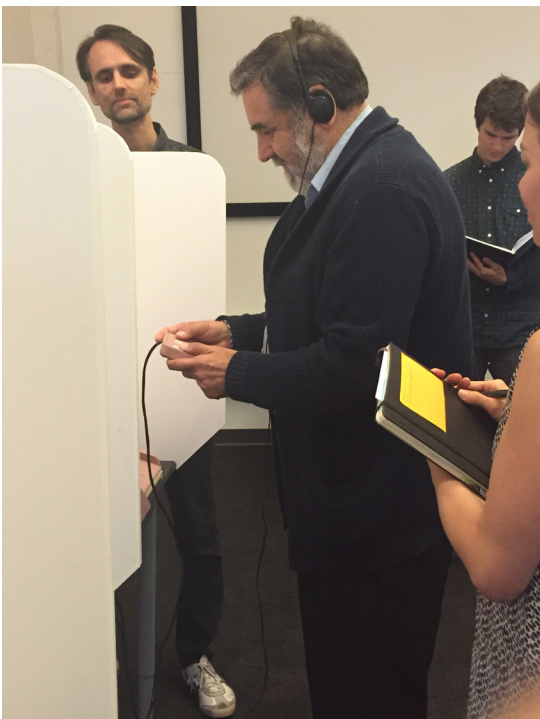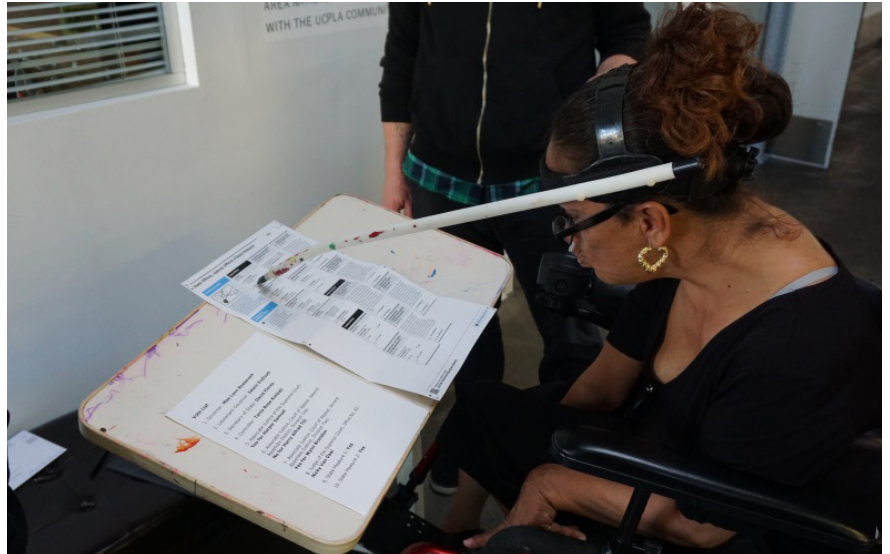
Community and Stakeholder Engagement

The following table shows the community engagement activities conducted to ensure active involvement of the public since the launch of the project. For a full description of these events, please refer to Exhibit C.

Date	Activity	Number of Participants
September 21, 2009	"Technology, Diversity, and Democracy: The Future of Voting Systems in Los Angeles County" Symposium	100
March 11-29, 2010	Countywide Voter Survey - Phone	651
March 16-28, 2010	Countywide Voter Survey - Online	500
March 31 - April 2, 2010	Focus Groups - RR/CC Staff	64
April 5-6, 2010; April 29 - May 3, 2010	Focus Groups - Registered Voters	100
April 29 - June 8, 2010	Poll worker Survey - Online	1,100
May 7-11, 2010	Focus Groups - Local Election Officials, City Clerks	26
July 21, 2010	Community Discussion - Language Groups	9
August 11, 2010	Community Discussion - Voter Integrity Groups	9
September 20, 2010	Community Discussion - Disability Groups	6
January 24 - March 28, 2012	Open Innovation Challenge	154
January 25 - February 23, 2012	Brainstorming Workshops - AVTI	32
March 30, 2012	Election Verification Network (EVN) Conference Session	24
April 5-6, 2012	Brainstorming Workshops - RR/CC Staff	25
October 1-2, 2013	User Testing - Atkins Research	40
November 4-5, 2013	User Testing	8
November 7, 2013	User Testing - United Cerebral Palsy of Los Angeles	20
January 27 - February 1, 2014	Focus Groups - Atkins Research	95
March 13, 2014	City of Los Angeles Presentation and Project Update	25
September 20, 2014	Tri-League of Women Voters Los Angeles Chapter	30
September 30, 2014	Industry Hills Rotary Club	20
October 2, 2014	Empowerment Congress	24

Community and Stakeholder Engagement

Date	Activity	Number of Participants
February 5, 2015	User Testing - General Population	5
February 27, 2015	User Testing - Spanish Speakers and Seniors	57
March 3 and 26, 2015	User Testing - Visually Impaired	5
April 29, 2015	User Testing - Election Workers	22
May 26, 2015	User Testing - Seniors	27
May 28, 2015	User Testing - Veterans with Disabilities	40
May 28, 2015	User Testing - Spanish Speakers and Visually Impaired	39
May 30, 2015	User Testing Session - Korean Speakers and Young Voters	39
May 30, 2015	User Testing Session - General Population	39
June 13, 2015	Native American Veterans Association (NAVA)	16
October 10, 2015	California Council of the Blind Prototype Demonstration	12
November 9-20, 2015	Vote By Mail User Testing	76
November 18, 2015	Kiwanis Club of Downey Presentation	20
November 20, 2015	United Cerebral Palsy of Los Angeles Vote By Mail Focus Group	20
June 30, 2016	Phase III Capstone Event	50
July 13-14, 2016	CACEO Conference Prototype Demo	100
July 21, 2016	City of Los Angeles Votes Committee Prototype Demo	30
July 22, 2016	2016 National Association of Counties Annual Conference and Expo	20
July 27, 2016	Community & Voter Outreach Committee (CVOC) Prototype Demo	25
August 5, 2016	United Cerebral Palsy of Los Angeles Prototype Demo	20
August 16, 2016	Voter Accessibility Advisory Committee (VAAC) Meeting Prototype Demo	10
TOTAL		**3734**

Community and Stakeholder Engagement

Communication Strategy

The VSAP remains committed to a process of transparency and public engagement. To support this commitment, the VSAP prepares a quarterly report submitted to the Los Angeles County Board of Supervisors (Board). These reports are intended to keep the Board updated on the project's progress and accomplishments. In addition, a quarterly VSAP Newsletter is distributed to the Board, the VSAP Committees, and other County Departments. All quarterly reports and newsletters are made available to the public on the VSAP website[2].

The VSAP team also provides regular project updates at Community and Voter Outreach Committee (CVOC) and the Voting Accessibility Advisory Committee (VAAC) meetings. These committees are composed of city clerks, voter advocacy groups, and community based organizations.

The VSAP also utilizes various media platforms as a platform for providing information to the public. Various news organizations, both local and national, are kept updated regarding developments in the project. Requests for interviews and documentation are accommodated to allow for accurate reporting of information to the public. During this phase, the project has received extensive media coverage, ranging from print to television. Outlets such as Bloomberg, CBS, The Washington Post, and LA Times have followed and reported on the project. For a complete list of feature articles and television news segments on the VSAP, please refer to Exhibit C.

Furthermore, the VSAP utilizes the RR/CC's social media presence to engage the public in the digital platform. This ensures that we are reaching a wide audience through various communication platforms. The RR/CC is committed to encouraging participation and input in this critical process to ensure the public will have access to information regarding the project.

In order to continue increasing the level of project transparency and access to project data, during this phase, the VSAP launched an improved website that showcases the various iterations of the design, full research reports, media coverage, on-going activities and outreach efforts. The website features an engaging and user-friendly design as well as up-to-date information on the project. The VSAP website is regularly updated to provide access to these resources.

[2] http://vsap.lavote.net/newsroom/

Legislative Efforts

The regulatory environment is an important influence to the voting experience of Los Angeles County voters. In order to develop and implement a new modernized voting experience, it was evident that laws, regulations and policies needed to be updated. During Phase III of the project, legislative efforts resulted in significant progress towards creating the framework needed to implement the modernized voting experience developed through the VSAP. These efforts consisted of monitoring and recommending formal positions on bills and active participation with lawmakers and stakeholder groups on the creation of legislation. These efforts involved working with internal partners such as Los Angeles County Chief Executive Office (CEO) Governmental and Legislative Affairs and our advisory committees as well as external partners such as stakeholder groups, elected officials, and other election jurisdictions. Consistent with the project's data driven approach, significant research and data gathering was completed to guide legislative efforts. The key legislative milestones of Phase III are the passing of Senate Bill 360, Senate Bill 439 and Senate Bill 450. These legislative efforts will continue beyond Phase III of the project and will continue to be an integral part of the VSAP.

Senate Bill 360 (SB 360)

The VSAP collaborated with CEO Governmental and Legislative Affairs and Secretary of State Alex Padilla to draft and introduce legislation that supports the VSAP's voting system modernization efforts. The legislation 1) streamlined the voting system approval and certification process for the state; 2) allows counties to contract for the development of voting systems that use non-proprietary software and firmware and disclosed source code; and 3) allows counties to utilize Voting Modernization Fund monies for the initial development of voting systems using nonproprietary software and firmware and disclosed source code.

SB 360 was signed into law on October 5, 2013. This bill strengthened the voting system approval and certification process by streamlining the process and requiring that the state establish standards, which meet or exceed federal standards, for systems used in the state. Establishing these standards provided clarity for voting system design and development.

Senate Bill 439 (SB 439)

The VSAP collaborated with CEO Governmental and Legislative Affairs and State Senator Allen to draft language and gather support for SB 439. The legislation 1) allows a county elections official to offer conditional voter registration and provisional voting at satellite offices other than on election day; 2) requires the Secretary of State to adopt and publish electronic pollbook standards and regulations governing the certification and use of electronic pollbooks, and prohibits the use of an electronic pollbook not certified by the Secretary of State; and 3) requires the Secretary of State to adopt regulations governing ballot on demand systems and develop a certification program for their use in California.

SB 439 was signed into law on October 10, 2015. The Bill marked a step forward toward the modernized voting experience. The expansion of conditional voter registration to satellite offices expands the options voters have for casting their ballot. The electronic pollbook is a critical component to the vote center experience. The creation of the regulatory framework governing their use will be important to the continued integrity of the election process as the new voter experience is implemented.
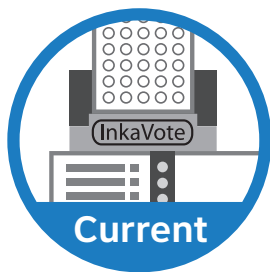
Legislative Efforts

Senate Bill 450 (SB 450)

SB 450 was introduced by State Senators Ben Allen and Robert Hertzberg. SB 450 is a comprehensive bill that changes how elections are conducted in California. The Bill 1) requires counties mail all registered voters a VBM ballot, 2) replaces traditional election day polling places with vote centers, 3) requires that counties open vote centers during the early voting period beginning ten days before the election; and 4) requires counties to create and publish a comprehensive election plan and provide the public with the opportunity to provide input.

The VSAP worked with the authors of SB 450, community stakeholders and the Secretary of State to include a provision that allows Los Angeles County to conduct elections under the requirements of SB 450 without mailing all registered voters a VBM ballot. This exemption from mailing all voters a ballot is offset by an increase in the minimum number of vote centers required.

The Bill was signed into law on September 29, 2016, providing the RR/CC the regulatory framework necessary to implement the new comprehensive voting experience that has been designed in Phase III.

Current	Future
ONE VOTER	ALL VOTERS
ONE DAY	10 DAYS
ONE LOCATION	UP TO 645 LOCATIONS
ONE DEVICE	ALL DEVICES

Voters can only vote at one location on one day between 7:00am and 8:00pm

Voters can vote at any* vote center throughout the County
*645 on Election Day
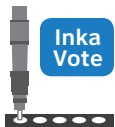
Voting equipment is outdated and inaccessible to many voters; limited to one device per location

Fully accessible voting equipment available at every vote center; all devices

Limited early voting only available at one location in the County

Full early voting available for 10 days at any vote center in the County

Paper rosters are printed in advance and often require supplemental printing

Electronic rosters accessing data in real time and allow for same day registration

VBM is difficult to use for many with no drop-off locations available

VBM is accessible and easier to use with 104 drop-offs available across the County

Exhibit A: Awards

2016

Outstanding IT Project Award – Los Angeles Digital Summit

Election Verification Network - Outstanding Innovation in Election Technologies Award

2012

Election Center - Professional Practices Freedom Award for Innovation

Election Verification Network Award

Quality and Productivity Commission - Certificate of Recognition

2010

National Association of County Officials - 2010 Achievement Award

Exhibit B: VSAP Committee Members

VSAP TECHNICAL ADVISORY CtOMMITTEE

Henry Balta
Senior Associate CIO
County of Los Angeles

Henry Balta has been with the Los Angeles County Chief Information Office since August, 2006. In his role as Senior Associate CIO, Mr. Balta is responsible for working with L.A. County departments to provide strategy and creative technical solutions to everyday government business challenges. He is involved in the review and approval of departmental Business Automation Plans and technology acquisitions, as well as providing oversight for major information technology projects.

Prior to joining L.A. County, Mr. Balta served for 4 years as Senior Director of Information Technology for California State University, Los Angeles. Before that, he served in various IT Management positions over 14 years with Farmers Insurance Group, including providing leadership for the corporation's business and technology integration initiatives. Operationally, Mr. Balta has experience in multiple information technology disciplines, including data center operations, network engineering and service delivery.

Mr. Balta has a Bachelor's Degree in Communications from California State University, Fullerton as well management and leadership training from the Kellogg Business School, Northwestern University.

Michael Byrne
Professor of Psychology and Computer Science
Rice University

Mike Byrne's research is concerned with usability of technological systems and mathematical/ computational models of human cognition and performance. This includes basic scientific work on theories of human cognition and performance as well as applied usability testing efforts, particularly in the area of voting. His research has been funded by the NSF, NASA, the Office of Naval Research, and NIST. Mike received a B.S. in Engineering and a B.A. in Psychology from the University of Michigan in 1991. The Georgia Institute of Technology awarded him an M.S. in Psychology in 1993, an M.S. in Computer Science in 1995, and a Ph.D. in Experimental Psychology in 1996.

He is currently an associate editor for the journal Human Factors, was previously an associate editor for the journal Cognitive Science, and has served on the editorial boards of the journals Journal of Experimental Psychology: Applied, Cognitive Engineering and Decision Making, and Human Factors.

Exhibit B: VSAP Committee Members

Joshua Franklin
IT Specialist (Security) at NIST
Washington D.C. Metro Area Computer & Network Security

Joshua Franklin is an IT Specialist (Security) at the National Institute of Standards and Technology. Currently, Joshua is working on voting standards and mobile security.

Prior to NIST, Joshua was with the U.S. Election Assistance Commission for three years. Joshua gleaned extensive experience with voting technologies and the certification of voting systems. At the EAC, Joshua managed multiple federal certification efforts and worked closely with local election officials, laboratories, and manufacturers across the United States. Projects included incorporating static and dynamic analysis tools and software assurance practices into the federal Testing and Certification Program, and surveying Internet voting systems across the globe.

Joshua spent four years working as a technician at the Center for Election Systems in Kennesaw, GA, providing support for Georgia's statewide voting system. Joshua's research interests include cryptography, penetration testing, and securing mobile platforms. He graduated with an M.S. in Information Security and Assurance from George Mason University and with a B.S. in Information Systems from Kennesaw State University in 2009.

Diane Cordry Golden
Policy Coordinator
Association of Assistive Technology Act Programsy

Dr. Diane Cordry Golden has 35 years of experience working in the disability, education, assistive/ accessible technology field at the local, state and national level. She served on both federal Access Board Committees providing recommendations for the Section 508 information technology accessibility standards. She has provided testimony for Congressional hearings on issues surrounding accessible voting equipment and served as the technical assistance contractor for the national network of state Protection and Advocacy agencies funded by HAVA. She has provided training for Department of Justice staff on accessible voting systems and has developed multiple technical assistance documents reviewing and analyzing the access features of current voting systems.

Dr. Golden currently serves on the Technical Guidelines Development Committee established by HAVA. She holds a Ph.D. in Special Education Administration with an emphasis in Disability Policy and is currently employed by the Association of Assistive Technology Act Programs.

Exhibit B: VSAP Committee Members

Joseph Lorenzo Hall
Senior Staff Technologist
The Center for Democracy and Technology

Joseph Lorenzo Hall is the Senior Staff Technologist at the Center for Democracy & Technology, a Washington, DC-based non-profit organization dedicated to ensuring the internet remains free, open and innovative. Prior to joining CDT in 2012, Hall was a postdoctoral research fellow with Helen Nissenbaum at New York University, Ed Felten at Princeton University and Deirdre Mulligan at University of California, Berkeley.

Hall's current work focuses on policy mechanisms that promote trustworthiness and transparency in information systems, as core functions of society and government become networked and computerized. Hall's work at CDT is split between Consumer Privacy, Health Privacy and National Security & Cybersecurity. Hall received his Ph.D. in information systems from the UC Berkeley School of Information in 2008. His Ph.D. thesis used electronic voting as a critical case study in digital government transparency. In his postdoctoral work, he developed techniques to increase the efficiency and usability of accountability mechanisms in electronic elections. Hall holds master's degrees in astrophysics and information systems from UC Berkeley and was a founding member of the National Science Foundation's ACCURATE Center (A Center for Correct, Usable, Reliable, Auditable and Transparent Elections). He has served as an expert on independent teams invited by the States of California, Ohio and Maryland to analyze legal, privacy, security, usability and economic aspects of voting systems. Hall is the Vice-Chairman of the Board of Directors of the California Voter Foundation and a member of the Board of Directors of the Verified Voting Foundation. In 2012, Hall received the John Gideon Memorial Award from the Election Verification Network for contributions to election verification.

Jared Marcotte
Owner
The Turnout

Jared Marcotte is Owner of The Turnout, a consultancy that offers custom web development, interface design, and IT strategy. Recently, he was Officer of Elections Technology at The Pew Charitable Trusts where he worked across all projects in the election initiatives portfolio. One of his primary roles was overseeing the technical work on the Voting Information Project, a collaboration with state and local officials, Google, and Pew to create an open, standardized repository of election-related information for all 50 states and DC. In addition to many years of programming experience in various languages, Jared is also an accomplished interface and interaction designer, having worked on various eCommerce sites and an inappropriately-named polling place lookup tool. Jared has previously worked at Six Apart and IBM, and is a graduate of the University of Vermont. Find him on twitter as @jungshadow, where he mostly catalogs his various interactions with his two kids.

Exhibit B: VSAP Committee Members

Brian J. Hancock
Director, Testing and Certification
U.S. Election Assistance Commission

Brian Hancock has served on the staff of the U.S. Election Assistance Commission (EAC) since its establishment under the Help America Vote Act (HAVA) in 2003. As Director the Testing and Certification Division, Mr. Hancock's programmatic areas of responsibility include overseeing the EAC's efforts in testing and certifying voting systems, working with the National Voluntary Laboratory Accreditation Program (NVLAP) of NIST to accredit independent testing laboratories, and developing and maintaining the EAC's Voluntary Voting System Guidelines.

From 1984 to 2003, Mr. Hancock served on the staff of the Federal Election Commission (FEC). For the last thirteen of those years, he served as an Elections Research Specialist in the FEC's Office of Election Administration.   A native of Pittsburgh, Pennsylvania, Mr. Hancock received his undergraduate degree in Political Science from Thiel College in Greenville, Pennsylvania, and earned his master's degree in American Government at the University of Virginia, in Charlottesville.

Whitney Quesenbery
Co-Director
Center for Civic Design

Whitney Quesenbery is the co-director of the Center for Civic Design. Her work in civic design began with her appointment to the U.S. Election Assistance Commission advisory committee writing federal voting system guidelines. She brings to her work expertise in user research, accessibility, and plain language along with a passion for understanding the story behind the data. She is proud to have worked on the plain language update to the California Voter Bill of Rights. The Center for Civic Design is home to the Field Guides to Ensuring Voter Intent, the Anywhere Ballot, and design research to understand how to design election materials to be useful, usable, and accessible. Current projects include work on election materials from voter registration forms to voter guides in states from California to Virginia and Pennsylvania. She is proud to have worked on the plain language update to the California Voter Bill of Rights.

Exhibit B: VSAP Committee Members

Noel Runyan
Owner
Personal Data Systems

With his degree in Electrical Engineering and Computer Science, Noel Runyan has been working in human factors engineering for over 40 years, primarily developing access technologies for helping persons with visual impairments to use computers and other electronic devices. Since February 2009, he has been a member of the National Braille Press Center for Braille Innovation, working to promote development of low cost and full page braille display technologies.

For the last nine years, he has been seriously studying and testing the accessibility of electronic voting systems, and he was an expert witness in six court cases, wrote the "Improving Access to Voting" report, testified at the PFAW Forum on Election Systems, testified to the US House Administration Subcommittee on Election Reform, testified to the Texas State House Committee on Voting Systems, and led the access testing teams for the California Secretary of State's 2007 Top-To-Bottom Reviews of voting machines.

Richard Sanchez
Chief Information Officer (retired)
County of Los Angeles

Richard Sanchez was appointed to the position of Los Angeles County Chief Information Officer (CIO) on August 11, 2009. As Chief Information Officer, Mr. Sanchez provides guidance and advice regarding Information Technology (IT) to the County's Board of Supervisors, Chief Executive Officer, and County departments.

Particular focus within the CIO's Office is the enterprise level and/or multi-departmental projects; reviewing, monitoring, and reporting on major county IT projects and making recommendations to the governing body of the County; and responsible for the preparation and recommendation of County IT standards. The County's Security Information Officer and Geographic Information System Officer report to the CIO.
Mr. Sanchez is a long-term IT professional and has been a Los Angeles County employee for over 35 years. His career experience has spanned application development, systems programming, data center and network operations, and telecommunications service (voice and data) delivery.

He has held numerous senior IT management positions for over 26 years. Prior to his appointment, he was the General Manager for the County's Information Technology Services which is the largest IT service delivery organization within the County providing application development, computing infrastructure, and communication (voice and data) services to all County departments.

Exhibit B: VSAP Committee Members

Pamela W. Smith
President
Verified Voting Foundation

Pamela Smith is President of Verified Voting, a non-partisan nonprofit working to safeguard elections in the digital age. She provides information and public testimony on verified voting issues at federal and state levels throughout the US, including to the US House of Representatives Committee on House Administration. She oversees an extensive information resource on election equipment and the regulations governing its use at the federal level and across the 50 states. Ms. Smith is co-editor of the Principles and Best Practices in Post Election Audits, co-author of "County Votes 2012: A State by State Look at Election Preparedness" and the author of an introductory chapter on audits for Confirming Elections: Creating Confidence and Integrity through Election Auditing. She has been a small business and marketing consultant and nonprofit executive for a Hispanic educational organization working on first language literacy and adult learning.

Charles Stewart III
Professor of Political Science
Massachusetts Institute of Technology

Charles Stewart III is the Kenan Sahin Distinguished Professor of Political Science at MIT, where he has taught since 1985. His research and teaching areas include election, congressional politics, and American political development.

Since 2001, Professor Stewart has been a member of the Caltech/MIT Voting Technology Project, a leading research effort that applies scientific analysis to questions about election technology, election administration, and election reform. He is currently the MIT director of the project. Professor Stewart is an established leader in the analysis of the performance of election systems and the quantitative assessment of election performance.

Professor Stewart has been recognized at MIT for his undergraduate teaching, being named to the second class of MacVicar Fellows in 1994, awarded the Baker Award for Excellence in Undergraduate Teaching, and the recipient of the Class of 1960 Fellowship.

Professor Stewart received his B.A. in Political Science from Emory University, and S.M. and Ph.D. from Stanford University.

Exhibit B: VSAP Committee Members

David Wagner
Professor of Computer Science
UC Berkeley

Professor David Wagner is Professor of Computer Science at the University of California at Berkeley, with expertise in the areas of computer security and electronic voting. He has published over 100 peer-reviewed papers in the scientific literature and has co-authored two books on encryption and computer security. His research has analyzed and contributed to the security of cellular networks, 802.11 wireless networks, electronic voting systems, and other widely deployed systems.

He is a member of the Election Assistance Commission's Technical Guidance Development Committee and a founding member of the ACCURATE center.

VSAP ADVISORY COMMITTEE

Nancy Mahr
President
League of Women Voters of Los Angeles County

Nancy Mahr earned her BA in Political Science from Occidental College. She received a Teaching Credential in Social Studies and English from CSULA and a Certificate in Corporate Communications from CSULB. Prior to starting a family, Ms. Mahr taught high school, including two years in Kampala, Uganda, East Africa, through a Columbia University program. From 1984 to 1995, she worked in community and governmental relations for the Palos Verdes Peninsula Unified School District and the Palos Verdes Library District. In 1996, she became the Public Information Officer for the County of Los Angeles Public Library. Ms. Mahr retired from the County Library in 2007. Currently, Ms. Mahr is president of both the Palos Verdes and Los Angeles County League of Women Voters. She also serves on the Legislative Committee for AAUW California. She is in her second term as an elected member of the Board of Trustees of the Palos Verdes Library District.

Exhibit B: VSAP Committee Members

Eric Bauman
Chair
Los Angeles County Democratic Party

Eric C. Bauman is the Vice Chair of the California Democratic Party and is also serving his sixth term as Chair of the Los Angeles County Democratic Party, the largest local Democratic Party organization in the nation. Professionally, he is the Senior Advisor to California Assembly Speaker John A. Pérez and the Director of the Speaker's Office of Member Services - Los Angeles (SOMS-LA). Prior to joining the Speaker's office, Mr. Bauman held various senior-level positions throughout California government, including serving as Senior Advisor to California Senate Majority Leader Dean Florez, Senior Advisor to Lieutenant Governor John Garamendi, and as Deputy Insurance Commissioner - overseeing the Community Relations Branch of the California Department of Insurance. Prior to joining the Department of Insurance, he was Special Assistant to Governor Gray Davis and Director of the Governor's Los Angeles Regional Office. Mr. Bauman is a Registered Nurse with graduate education in Health Care Administration. He is a member of the advisory board of the Medical Reserve Corps of Los Angeles and until recently was on the board of Glendale Memorial Hospital and the Latino Coalition Against AIDS.

Theresa Devoy
City Clerk
City of Norwalk

 Theresa Devoy is the City Clerk for the City of Norwalk. She has been in the Office of the City Clerk since December 2004, when she was recruited to be the Assistant City Clerk. A year later, Ms. Devoy was promoted to City Clerk. Prior to her positions in the Office of the City Clerk, Ms. Devoy worked as a Management Analyst in the City Manager's office for a number of years. In total, she has over 26 years of experience working in municipal government with the City of Norwalk. She has managed projects such as the creation and installation of public art pieces within the City, overseen the City's waste franchise agreements, and assisted with the I-5 Consortium Cities Joint Powers Authority in its efforts to work with the State to widen the I-5 freeway. In addition to her role as City Clerk, she also manages the City's IT division. Ms. Devoy earned her Bachelor of Science Degree in Business Management from California State University, Dominguez Hills and a Certified Municipal Clerk designation from the International Institute of Municipal Clerks Association. She served as a Director and Communications Coordinator for the Southern California City Clerk's Association.

Exhibit B: VSAP Committee Members

Efrain Escobedo
VP for Civic Engagement and Public Policy
California Community Foundation

Efrain Escobedo is the vice president in charge of civic engagement, multi-sector collaboration and public policy at California Community Foundation, responsible for promoting collaboration and advocacy efforts across the nonprofit, public and private sectors to address community problems. Escobedo is recognized nationally and locally as an active leader and expert in Latino civic engagement and elections policy. He has worked extensively with academia, civic and community organizations, as well as with elected officials in developing research, strategies and program to increase voter participation.

Prior to joining CCF, Escobedo was the manager of governmental and legislative affairs for the Registrar of Voters in Los Angeles County, the largest election jurisdiction in the nation with more than 4.5 million registered voters. There, he worked with elected officials to enact numerous initiatives aimed at making the voting process easier for Angelenos, including the electronic delivery of sample ballots and the authorization of online voter registration. Escobedo also served as senior director of civic engagement for the National Association of Latino Elected and Appointed Officials (NALEO) Educational Fund, where he led the development of innovative voter contact strategies and technologies that have helped to engage more than one million young, newly registered and infrequent Latino voters across the country. Escobedo earned his bachelor's degree in American studies and ethnicity from the University of Southern California and is a recent graduate of the Los Angeles County Executive Leadership Program.

Kathay Feng
Executive Director
California Common Cause

Kathay Feng is the Executive Director of California Common Cause. Under Ms. Feng, California Common Cause has taken a leadership role in election and redistricting reform, government sunshine and accountability laws, campaign finance reform, media access, and championing the voting rights of traditionally disenfranchised communities. Prior to joining Common Cause, Ms. Feng directed the Voting Rights and Hate Crimes at the Asian Pacific American Legal Center (APALC), where she worked in a variety of civil rights areas including voting rights and redistricting, hate crimes, police accountability, and anti-discrimination law. She has served on the California Secretary of State's Advisory Committee on Help America Vote Act, the California Secretary of State's Advisory Committee on Voter Participation and Outreach, LA County's Community Voter Outreach Committee (founder), and the LA County Human Relations Commission. Having graduated from Cornell University, she went on to earn her JD from UCLA School of Law.

Exhibit B: VSAP Committee Members

Carolyn Fowler
Election Protection Board Co-Chair
Los Angeles County Democratic Party

Carolyn is currently Executive Associate for the California Senior Leaders Alliance and an active member of the Community Voter Outreach Committee. She has provided consulting, training, meeting facilitation, focus groups, speaking and organizational development services to nonprofits, corporations and public sector entities. She is a retired AT&T Executive and previously served as the Chief Operating Officer for the Smiley Group, Inc., a communications corporation focused on human rights. Active in the community Carolyn is "Boot Camp Chair" for the California Democratic Party's Women's Caucus encouraging more women to seek appointments and run for elected office. She is past president of New Frontier Democratic Club and a founding member of California Election Protection Network. She was recently honored by the National Action Network with the Los Angeles 2014 Vanguard Award for Extraordinary Leader. She holds a BA in Business Administration from the University of Michigan and has also completed the Wharton Global MBA International Certificate program at Pennsylvania State University.

Maria de la Luz Garcia
City Clerk
City of Long Beach

Appointed to public office in 2015, Maria de la Luz Garcia currently serves as the City Clerk for the City of Long Beach where she is responsible for administering municipal elections, maintaining municipal records, informing the public of upcoming City Council and Commission meetings, and officiating marriages. She has been working in the field of elections both as a voter engagement advocate and as an elections administrator for the past 15 years. Prior to being City Clerk, Garcia was a Senior Project Coordinator in the Office of the Los Angeles City Clerk. In that capacity, she supervised several election operations, co-chaired the Department's Los Angeles Votes committee, which seeks to incorporate community voices in the electoral process, and created and launched the Department's first voter outreach and education campaign known as, "L.A. City Votes!" in partnership with community organizations. Prior to working for the Los Angeles City Clerk's Office, Garcia oversaw the NALEO Educational Fund's Voces del Pueblo voter engagement program where she focused on mobilizing low propensity Latino voters. She has certificates in the area of Leadership from CORO Southern California and the Los Angeles Fire Department's Leadership Academy. Garcia is a graduate of Vassar College where she obtained a Bachelor of Arts degree in Sociology and Anthropology and is currently a candidate for a Master's in Public Administration and a Dean's Merit Scholar at the USC Price School of Public Policy. She lives in Long Beach with her husband and two dogs.

Exhibit B: VSAP Committee Members

Richard L. Hasen
Chancellor's Professor of Law & Political Science
University of California, Irvine

Professor Richard L. Hasen is Chancellor's Professor of Law and Political Science at the University of California, Irvine. Hasen is a nationally recognized expert in election law and campaign finance regulation, and is co-author of a leading casebook on election law.

Professor Hasen holds a B.A. degree (with highest honors) from UC Berkeley, and a J.D., M.A., and Ph.D. (Political Science) from UCLA. After law school, Hasen clerked for the Honorable David R. Thompson of the United States Court of Appeals for the Ninth Circuit, and then worked as a civil appellate lawyer at the Encino firm Horvitz and Levy.

From 1994-1997, Hasen taught at the Chicago-Kent College of Law and from 1998-2011 he taught at Loyola Law School, Los Angeles, where he was named the William H. Hannon Distinguished Professor of Law in 2005. He joined the UC Irvine School of Law faculty in July 2011, and is a faculty member of the UC Irvine Center for the Study of Democracy.

From 2001-2010, he served (with Dan Lowenstein) as founding co-editor of the quarterly peer-reviewed publication, Election Law Journal. He is the author of more than 80 articles on election law issues, published in numerous journals including the Harvard Law Review, Stanford Law Review and Supreme Court Review. He was elected to The American Law Institute in 2009 and serves as an Adviser on ALI's ongoing law reform project, Principles of Election Law: Resolution of Election Disputes.

Professor Hasen was named one of the 100 most influential lawyers in America by The National Law Journal in 2013.

Exhibit B: VSAP Committee Members

Ron Hasson
President
Beverly Hills/Hollywood NAACP

Mr. Hasson leads the Beverly Hills/Hollywood branch of the National Association for the Advancement of Colored People, the nation's largest and oldest civil rights organization. He also chairs the California State Conference Branch Development Committee and serves as Southwest Area Director.
Ron Hasson is a retired Human Resource Manager. During his years of employment in HR his responsibilities included traveling across the United States monitoring Government Affirmative Action requirements He also coordinated training to educate the workforce on Valuing and Managing Diversity.

Mr. Hasson continues to consult and speak in Cultural and Diversity events. Ron spends much of his NAACP time fund raising and implementing educational and advocacy programs for the Beverly Hills/Hollywood Branch of the NAACP, which has over 300 members. He is serving his fifth term as president of the Branch. Mr. Hasson continues to address issues concerning people of color in Southern California and the Hollywood Industry. He leads a team of volunteers who work many hours on branch committees implementing and designing events which address Youth Development, Education, Veterans, Women of Excellence, and Performing Arts Events. During his tenure, as President, he has overseen the production of nine NAACP Theatre Awards which acknowledges the best of the best in theatre. In addition to The Award Show, the Beverly Hills Hollywood Branch coordinates a theatre festival.

Ron is a native of Tallahassee, Florida and long-time resident of California; he graduated from California Polytechnic University in San Luis Obispo with a B.A. in Business Administration and graduate work in Guidance and Counseling.

Exhibit B: VSAP Committee Members

Jaclyn Tilley Hill
Chair Emeritus
Quality and Productivity Commission, County of Los Angeles

Commissioner Hill's County career began in 1993 as Foreman of the Grand Jury. She was the first woman to Chair the Economy and Efficiency Commission and the Quality and Productivity Commission. She chaired the Countywide Communications Team and Productivity Investment Board. Ms. Hill championed the Commissioner's Leadership Conference, Plain Language Initiative, and presented "Plain Speak" at the Clarity Conference, Lisbon in 2010. She is a former member of the Whittier Area Literacy Council Advisory Board and former Chair of the Whittier Social Services Commission. She serves on the Board of Governors of Long Beach City College Foundation. Ms. Hill has extensive experience in local elections serving as a voting inspector in Whittier and Long Beach. Commissioner Hill is a successful fundraiser and event organizer. She attended California Western University and University of Southern California.

Mimi Kennedy
Board Chair
Progressive Democrats of America

Ms. Kennedy is an actress ("MOM" "Dharma & Greg") and author who has been Advisory Board Chair of Progressive Democrats of America since PDA's founding in 2004. She is a founding member of California Election Protection Network and has been an LA County Poll Inspector and member of the Registrar's Community Voter Outreach Committee since 2005.

Deanna Kitamura
Senior Staff Attorney
Asian Americans Advancing Justice

Deanna Kitamura is the Voting Rights Project Director at Advancing Justice-LA. She works on issues related to language access and voter protection and co-authored Voices of Democracy: Asian Americans and Language Access During the 2012 Elections. Deanna serves on the California Secretary of State's Language Accessibility Advisory Committee, Los Angeles County's Voting System Assessment Project and the Community Voter Outreach Committee, and Orange County's Community Election Working Group. From 2009-2012, Deanna was the Statewide Redistricting Manager at Advancing Justice-LA and advocated to keep AA&NHPI communities whole during the Los Angeles City and statewide redistricting processes. Deanna previously worked for the City of LA, Western Center on Law & Poverty, California Rural Legal Assistance, National Consumer Law Center, and a civil rights firm. She graduated from Pomona College and UCLA School of Law.

Exhibit B: VSAP Committee Members

Terri Lantz
Client Rights Advocate
United Cerebral Palsy of Los Angeles

Terri Lantz has worked at United Cerebral Palsy of Los Angeles, Ventura & Santa Barbara Counties (UCP) for more than 42 years. During her first 28 years, as Director of the UCP Westside Activities Center, she developed and implemented a wide range of programs including an afterschool Program for children with disabilities; adult advocacy and activities programs; and LA's first supportive employment program for adults with cerebral palsy and other developmental disabilities.

For the past 15 years, as UCP's Client Rights' Advocate, Terri has developed and facilitated UCP client advocacy groups and a UCP Parent Support Group, coordinated grass roots and legislative advocacy and provided information, resources and referrals to UCP's community. Terri serves on several Access Services advisory committees, L. A. County voter education committees and an L.A. Emergency Management Advisory Committee.

Terri is an alumna of SMC, CSULA, and UCLA. Her family includes her husband of 42 years, a son, a daughter, and a large rescue dog.

Ofelia M. Medina
Director of State Civic Engagement Policy
NALEO Educational Fund

Ofelia M. Medina is the Director of State Civic Engagement Policy for the National Association of Latino Elected and Appointed Officials (NALEO) Educational Fund. In her role, Ms. Medina is responsible for implementing the organization's technical assistance and professional development program activities on a broad range of efforts related to state voting and civic engagement policy, including language assistance, online voter registration and NVRA compliance. Prior to joining the NALEO Educational Fund, Ms. Medina was a Policy Director at the Alliance for a Better Community (ABC) where she analyzed and advanced local and state birth-to-college education policies and initiatives that were culturally and linguistically relevant for Latino children and their families. Ms. Medina completed her undergraduate career at Loyola Marymount University double majoring in Political Science and Chicana/o Studies and received a Master's of Public Policy from the University of Southern California.

Exhibit B: VSAP Committee Members

Mark Vafiades
Chair
Republican Party Los Angeles County

Mark Vafiades is an actor, producer, reserve LA County Sheriff's Deputy, and hospital administrator. He also serves as the Chair of the Republican Party of Los Angeles oversees an area with 26 Assembly Districts and dozens of other local offices for the Republican Party of Los Angeles County.

Holly L. Wolcott
City Clerk
City of Los Angeles

Holly L. Wolcott is the City Clerk for the City of Los Angeles. She has worked for the City of Los Angeles for 26 years and served in the Office of the City Clerk for 13 of those years as Management Analyst, Chief Management Analyst, and Executive Officer. Serving one of the largest voting jurisdictions in terms of population, during her tenure, Ms. Wolcott has managed the City Clerk's office with unprecedented reduced funds. Among her many accomplishments are, assisting with the development of the Department's Five Year Plan, leading the Election Division to successfully conduct its Municipal, Special, and Neighborhood Council elections and working closely with the Department's five Division's to modernize and systemize its procedures to carry out its work serving as the official secretary for the Los Angeles City Council, providing administrative, fiscal and personnel services to the Mayor and City Council, managing the City's Business Improvement District (BID) program, and maintaining the City's records management services and official archives.

Ms. Wolcott earned two Bachelor of Arts Degrees from UCLA; one in Communications and the other in Sociology.

Bryce Yokomizo
Adjunct Faculty, School of Public Administration
California State University, Northridge

Bryce Yokomizo formerly served as Director of the Los Angeles County Department of Public Social Services, managing public welfare services with a budget of $3 billion, and staff of over 14,000. Bryce Yokomizo also served as Deputy Chief Executive Officer for Los Angeles County, and has served on Governing Boards of numerous management and non-profit human services organizations.

Exhibit C: Media Coverage

2016

July 5, 2016 – "Building a Better Ballot"
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July 3, 2016 – "LA County implementing new digital voting system"
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https://www.youtube.com/watch?v=xBlwJ7PsGZI

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Exhibit C: Media Coverage

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http://www.bloomberg.com/news/videos/2015-11-03/democracy-for-everyone-designing-a-better-voting-machine

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http://www.scpr.org/news/2015/10/09/54919/la-county-s-voting-overhaul-gets-a-preview-in-aust/

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CA FWD
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September 15, 2015 – "Design firm tackles aging voting machines" - CBS This Morning
http://www.cbsnews.com/news/design-firm-tackles-aging-voting-machines/

September 15, 2015 – "Group in Los Angeles working to develop new high-tech ballots" -NEWSCHANNEL 3 WWMT.com
http://wwmt.com/news/nation-world/group-in-los-angeles-working-to-develop-new-high-tech-ballots#.VgMm7N9VhBd

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Exhibit C: Media Coverage

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Fast Company
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Exhibit C: Media Coverage

2014

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October 23, 2014 – "A 21st century voting system for Los Angeles" - LA Times
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June 5, 2014 – "Votings future: #Fixit" -Zev Yaroslavsky (District Supervisor)

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Exhibit C: Media Coverage

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April 16, 2013 – "Los Angeles Registrar-Recorder/County Clerk Makes Groundbreaking Efforts to Change the Way Citizens Vote in L.A. County" - California Newswire
http://californianewswire.com/los-angeles-registrar-recordercounty-clerk-makes-groundbreaking-efforts-to-change-the-way-we-vote-in-l-a-county/

April 8, 2013 – "California: Los Angeles County Developing a Voting System for the Digital Age" - KPCC
http://www.scpr.org/blogs/politics/2013/04/04/13162/l-a-county-is-reinventing-voting-by-turning-to-the/

February 25, 2013 – "Padilla Legislation Would Facilitate Creation of California Public Voting Systems" - California Newswire
http://californianewswire.com/padilla-legislation-would-facilitate-creation-of-california-public-voting-systems/

February 25, 2013 – "Will California Counties Develop Public Voting Systems?" - Gov Tech
http://www.govtech.com/e-government/Will-California-Counties-Develop-Public-Voting-Systems.html

2012

March 9, 2012 – "LA County Crowdsources Ideas for New Voting System" - KPCC
http://www.scpr.org/programs/offramp/2012/03/09/25546/la-county-crowd-sourcing-ideas-for-new-voting-syst/

January 26, 2012 – "L.A. County "Challenge" Could Be the Future of Voting Technology" - Election Academy

Exhibit D: Community Events

2016

August 16, 2016 – Voting Accessibility Advisory Committee (VAAC) Meeting
VSAP team members presented the most recent voting system prototype, accessibility features of the system and the next phase of the project. The members were given the opportunity to experience the touch screen, audio user interface and the interactive sample ballot.

August 9, 2016 – National Conference of State Legislatures (NCSL) Legislative Summit
Jeramy Gray, Principal Project Manager and Assistant Registrar-Recorder/County Clerk for Information Technology, was invited to the NCSL Summit in Chicago, IL. He was a speaker for the "Technology: Improving Elections One Bit or Byte at a Time?" panel where he discussed LA County's efforts at modernizing the voting process to provide a more accessible service to its electorate.

August 5, 2016 - Voting System Demonstration at United Cerebral Palsy of Los Angeles
UCPLA invited the VSAP team to conduct a demo of the touch screen and audio interface of the latest prototype at their Culver City location. Their clients and staff interacted with the prototype and gave their feedback.

July 27, 2016 - Quality & Productivity Commission of Los Angeles County Meeting
The VSAP team gave a status update and presented the latest prototype to the members of the Commission.

July 27, 2016 – Community and Voter Outreach Committee (CVOC) Meeting
VSAP team members introduced the latest voting system prototype and the different components of the new voting experience to the members of the CVOC. We also update the committee on the next steps in the project and encouraged their continued involvement in the project. The members interacted with the prototype and gave their feedback.

July 22, 2016 - 2016 National Association of Counties (NACo) Conference and Exposition
We shared the VSAP's collaborative and participative approach in designing the new voting system to the different representatives from various jurisdictions across the nation at the NACo Conference in Long Beach, CA. The attendees interacted with the prototype to experience the new voting experience.

July 21, 2016 - Los Angeles Votes Committee Meeting
The VSAP team presented a project update, and gave a demonstration of the voting system prototype to members of the LA Votes Committee and staff of the Los Angeles City Clerk.

July 13-14, 2016 - California Association of Clerks and Election Officials (CACEO) Annual Conference
The VSAP team displayed two prototypes at the CACEO conference in Redondo Beach, CA. Election officials from different jurisdictions across the state interacted with the prototypes and provided their feedback.

May 24, 2016 – Voting Accessibility Advisory Committee (VAAC)
VSAP team members updated the VAAC on project developments including design updates that provide for universal accessibility and usability, committee activities, and upcoming events. Members who had the opportunity to interact with the latest prototype shared their feedback and provided an overview of the experience with the group.

Exhibit D: Community Events

May 11, 2016 – Community and Voter Outreach Committee (CVOC)
VSAP team members provided CVOC members an update on the project including latest milestones and upcoming project activities.

February 29, 2016 – Voting Accessibility Advisory Committee (VAAC)
VSAP team members met with the VAAC to provide a project update. The VSAP team presented a brief overview of the Vote by Mail user testing and an update on engaging various voting accessibility organizations. An open invitation was extended to members to observe the upcoming Advisory Committee Meeting on March 16, 2016.

January 27, 2016 - Community and Voter Outreach Committee (CVOC)
VSAP team members met with the CVOC to provide a project update. This included sharing the findings from the Vote By Mail user testing, a summary of community engagement efforts and other on-going activities. The members were also informed that the most recent reports and newsletters are available on the VSAP website.

January 25, 2016 - Los Angeles County Quality & Productivity Commission
Jeramy Gray, Assistant Registrar-Recorder/County Clerk for Information Technology and Principal Project Manager, presented an update on the BMD design, extensive qualitative research, user testing, community engagement activities and the latest images of the voting system prototype to the Quality & Productivity Commission. This generated positive responses and continued support from the Commission.

2015

November 20, 2015 - United Cerebral Palsy of Los Angeles (UCPLA)
UCPLA members were invited to participate in the Vote By Mail user testing. The participants interacted with the proposed Vote by Mail ballot and were asked to rate its usability and accessibility. A focus group discussion was also conducted where the members provided significant feedback on the proposed Vote by Mail ballot design.

November 18, 2015 - Kiwanis Club of Downey
The VSAP team was invited by the Downey City Clerk's Office to give a project overview to the members of the Kiwanis Club of Downey. The VSAP team presented the appearance model and explained the process of the proposed new voting experience.

October 28, 2015 - Civic Tech Showcase
The VSAP was invited to conduct a presentation at the Civic Tech Showcase at Draper University in San Mateo, California. The showcase was coordinated by "Innovate Your State", a non-profit organization that is dedicated to educating and encouraging public participation to fundamentally improve government. The presentation's focus was on the unique partnership between the public and private sector.

October 22-24, 2015 - National Conference of State Legislatures Forum (NCSL)
The VSAP was invited to a meeting in Boulder, Colorado hosted by the NCSL to discuss election funding for election-related technology. In attendance were legislators, professionals and experts in the field of election administration. Participants shared their experiences, challenges, and recommendations as the NCSL shapes a two-year program to address election funding concerns.

Exhibit D: Community Events

October 10, 2015 - California Council of the Blind
The VSAP team presented the current state of the project and conducted a demonstration of the audio features of the latest prototype model. The members of the organization interacted with the BMD prototype and provided their feedback.

October 5, 2015 South by Southwest Eco (SXSW Eco)
The VSAP was featured in a session "Creating the Voting Experience of the Future" at the SXSW Eco Convention in Austin, Texas. The presentation showcased the collaboration between the Department and IDEO, and how technology and innovation is used to design the new voting system that will serve the large and complex LA County electorate.

September 29, 2015 – Voting Accessibility Advisory Committee (VAAC)
VSAP team members met with the VAAC to provide a status update. The VSAP team presented the updated BMD prototype and discussed the results of the May user testing sessions. The members were also informed that the most recent reports may be accessed on the VSAP website. Requests from committee members for prototype demonstrations were noted and will be followed-up when the final design prototype is available.

September 4-27, 2015 - Los Angeles County Fair
The prototype appearance model was on display at the LA County Fair from September 4-27, 2015. The display allowed visitors to learn about our past through the history of the Voting Rights Act of 1965, and look into the future of voting.

September 16, 2015 – Community and Voter Outreach Committee (CVOC)
VSAP team members met with the CVOC to provide a project update. This included showing the updated Ballot Marking Device prototype, the findings from the May user testing sessions, and other project activities. The members were also informed that the most recent reports are available on the VSAP website.

June 18, 2015 – Voting Accessibility Advisory Committee (VAAC)
VSAP team members met with VAAC to provide a status update. The VSAP team presented the updated prototype Ballot Marking Device and discussed the results of the user testing sessions that occurred in previous months.

June 13, 2015 – Native American Veterans Association (NAVA)
VSAP team members met with NAVA to provide a status update. The VSAP team presented the updated prototype Ballot Marking Device and discussed the results of the user testing sessions that occurred in previous months.

June 10, 2015 – Community and Voter Outreach Committee (CVOC)
VSAP team members met with CVOC to provide a status update. The VSAP team presented the updated prototype Ballot Marking Device and discussed the results of the user testing sessions that occurred in previous months.

May 30, 2015 –User Testing Session for Korean speakers and Young Voters
We met with 35 voters at the Korean Resource Center in downtown Los Angeles. Focus for this session included young voters and voters whose primary language is Korean. Voters provided feedback on the systems Korean language user interface and audio ballot as well as general system usability, accessibility, and privacy.

Exhibit D: Community Events

May 30, 2015 – User Testing Session for a Mixed Demographic
We met with 39 voters of varying demographics at the Registrar-Recorder/County Clerk's office in Norwalk. Users in this session included a diverse group of individuals representing various age groups, literacy levels, cognitive disabilities and ethnic groups. During this session, participants provided feedback on the system's usability, accessibility, privacy and overall experience.

May 28, 2015 – User Testing Session for Military Veterans and Individuals with Disabilities
We engaged 40 veterans and individuals with disabilities at the Bob Hope Patriotic Hall in downtown Los Angeles. During this session, participants provided feedback on the system's accessibility features and overall usability and privacy of the experience.

May 28, 2015 – User Testing Session for Spanish-speakers
We met with 39 voters in Huntington Park at the Old Timers Foundation to test the latest prototype iteration with a focus on individuals whose primary language is Spanish. During this session, participants provided feedback on the system's Spanish language user interface and audio ballot as well as general system usability, accessibility, and privacy.

May 26, 2015 – User Testing Session for Seniors
We engaged 27 voters from Los Angeles County at the Altadena Senior Center to test the latest version of the ballot marking device. During this session, participants provided feedback on the system's usability, accessibility, privacy and overall experience.

May 7, 2015 – Meeting with Supervisor Hilda Solis
VSAP team members met with Supervisor Hilda Solis to provide an executive overview of the VSAP and demonstrate an early generation prototype of the ballot marking device.

May 6, 2015 – Meeting with Supervisor Sheila Kuehl
VSAP team members met with Supervisor Sheila Kuehl to provide an executive overview of the VSAP and demonstrate an early generation prototype of the ballot marking device.

April 29, 2015 –User Testing Session for Election Staff
We conducted three user testing sessions. One session with each of the following groups: Los Angeles County poll workers, poll worker trainers, and election operations staff. The feedback received was used to further refine the design of the system. These sessions focused on the storage, transportation, set up and break down of the devices. Once finalized, a full report of research findings will be posted on the Department website.

March 26, 2015 – IDEO Inspiration Research: visually-impaired
We engaged 5 participants with varying degrees of visual impairments (from low vision to completely blind) and varying levels of proficiency with technology to further refine and expand on usability and accessibility of the device. Participants engaged with an early prototype of the audio user interface and various tactile key pads. A full report of research findings is available on our website.

March 9, 2015 –User Testing Sessions for Seniors and Spanish-speakers
We engaged 57 participants using three voting systems, two experimental prototypes, and one comparison system (InkaVote). Participants included a range of individuals varying in age, ethnicity, and language capabilities with a focus on senior citizens and voters whose primary language was Spanish. A full report of research findings is available on our website.

Exhibit D: Community Events

February 27, 2015- User Testing Session
A full-day of user sessions to test the usability and accessibility of the latest versions of the ballot marking device prototype was conducted in IDEO's Palo Alto office in January. Approximately 50 voters representing older voters, Spanish-speaking voters, new voters, and long-time voters were invited to participate in the study.

2014

December 11, 2014 New Law Conference Presentation
VSAP staff discussed vote center research at the New Law Conference in Sacramento. This conference engages both elected official and election administrators.

October 21, 2014 Board of Supervisors Meeting
Los Angeles County Registrar-Recorder County Clerk staff and IDEO presented their proposal to the Board of Supervisors at their meeting. Board approved contract.

October 17, 2014 Meeting with the Long Beach Election Oversight Commission
Dean Logan met with the Long Beach Election Oversight Commission and discussed the Voting Systems Assessment Project

October 8, 2014 Community Voter Outreach Meeting (CVOC)
VSAP staff provided an update at our quarterly CVOC meeting in order to keep the public up to date with our project.

October 4, 2014 Voting Modernization Board Meeting
VSAP staff met with Michael Bustamante of the Voting Modernization Board to discuss the progress of our project.

October 2, 2014 Presentation at Empowerment Congress
RR/CC executive staff discussed the Voting Systems Assessment Project and answered questions related to the project.

September 30, 2014- Presentation to the Industry Hills Rotary Club
RR/CC staff presented our prototype device to the local Industry Hills Rotary Club and discussed our project. Participants were enthusiastic and interested in our progress.

September 29, 2014- Meeting with 1st District Supervisor Gloria Molina
VSAP staff presented our prototype device to the district supervisor and provided a project progress update.

September 25, 2014- Board of Supervisors Operations Cluster
VSAP team members attended the Board of Supervisors' Operational Cluster meeting to discuss our contract with IDEO and the proposed Statement of Work for the next phase of the project.

September 25, 2014- Presentation at the Conditional Voter Registration Subcommittee of the California Association of Clerks and Elected Officials
VSAP team members gave a presentation concerning the research conducted on Vote Centers. Questions were answered about how vote centers can assist in same-day voter registration.

Exhibit D: Community Events

September 24, 2014 - VSAP Advisory Committee Meeting
The VSAP team hosted our Advisory Committee members for a half-day long meeting to bring them up to date on our project status, as well as where it is heading in the next few months. The VSAP team answered any and all questions related to our project.

September 23, 2014 - Voting Accessibility Advisory Committee Meeting
VSAP staff attended the VAAC meeting to inform members of the committee about the status of our project.

September 22, 2014 - Meeting with 3rd District Supervisor Zev Yaroslavsky
VSAP staff presented our prototype to the third district supervisor and provided an update on our project.

September 20, 2014 - Tri-League of Women Voters Los Angeles Chapter Presentation
Outreach staff presented the ballot marking device prototype to the local Tri-League of Women Voters chapter in Los Angeles.

September 3, 2014 - EAC Roundtable Discussion -Expanding the Body of Knowledge of Election Administration
Presentation to EAC about Election Administration, highlights included the Voting Systems Assessment Project's approach to having a human-centered design, and the importance of voters.

August 21-22, 2014 - Election Center Conference
Dean Logan gave a presentation on the VSAP and our innovative approach to creating a voter-centered design.

August 19, 2014 - USINEX Electronic Voting Technology Workshop/Workshop on Trustworthy Elections
Dean Logan led a workshop concerning security and technology and our approach with the VSAP.

August 14, 2014 - Presentation to the Quality and Productivity Commission
VSAP staff presented our current prototype device to the Quality and Productivity Commission, as well as updated them on the status of our project and what we expect in the future.

July 31, 2014 - Presentation to RR/CC Elections Operation Command staff
VSAP team members gave a demo with our current prototype device, informed staff of future changes, and answered questions relating to our project and its developmental phases.

July 30, 2014 - Community Voter Outreach Committee Meeting (CVOC)
VSAP staff attended the CVOC meeting and gave a brief update on the status of our project.

July 14-18, 2014 - California Association of Clerks and Election Officials Conference
VSAP staff attended the CACEO conference and attended several breakout sessions.

June 23, 2014 - Meeting with 2nd District Supervisor Mark Ridley Thomas
VSAP staff met with office staff representatives to demonstrate the current prototype device and inform him of our project's goals and status.

Exhibit D: Community Events

June 12, 2014 - Election Assistance Commission Webinar- Reforming the Testing and Certification Process
VSAP staff viewed webinar to keep informed of the changes that may take place in the testing and certification processes of new voting systems.

June 10, 2014 - Clemson University Conference Call with Juan Gilbert
VSAP staff met with Clemson University personnel to discuss their work on voting systems.

May 29, 2014 - Meeting with 4th District Supervisor Don Knabe
VSAP staff met with district supervisor Don Knabe to demonstrate the current prototype device and inform him of our project's goals and status.

May 19, 2014 - University of Chicago School of Public Policy: Blueprint to Implementation
Dean Logan delivered a presentation on the status of the VSAP. Dean discussed the VSAP's progress towards transforming the voting experience for LA County voters. Dean answered questions about the VSAP design process and overall plan for system development and implementation.

May 15, 2014 - Webinar: STAR-Vote: A Secure, Transparent, Auditable and Reliable Voting System
Staff participated in a webinar presented by Dan Wallach which concerned the STAR vote system in Travis County, Texas. This meeting provided an overview of Travis County's STAR project, which aims to develop and implement a new voting system for Travis County voters. The Department will continue to follow Travis County's journey to implement a publicly-owned voting system.

May 8, 2014 - Board of Supervisors Operations Cluster
Members of the Department's Executive management team met Board of Supervisor Deputies to provide a status update on the VSAP and an overview of the upcoming system refinement and engineering, including the intent to sole source for consulting services to lead the department through that process.

April 17, 2014 - Community Voter Outreach Committee (CVOC)
Department staff attended the quarterly CVOC meeting. At this meeting, staff brought the prototype device so meeting participants could interact with it and learn more about its features. Staff also answered questions and concerns that were brought up by the committee members.

April 15, 2014 - Voting Accessibility Advisory Committee (VAAC)
Department staff attended the VAAC meeting to provide an update of the VSAP. Department staff also set up the looks-like prototype so members of the committee could both view and interact with it.

March 13, 2014 - City of Los Angeles Presentation and Updates
Department staff provided an update on the VSAP and presented the looks-like prototype of the proposed ballot marking device to approximately 25 City of Los Angeles' election staff. This hour long presentation provided an update on the recent system design efforts of the VSAP and its focus on a human-centered design process. This meeting allowed the Department to continue to foster positive relations with the City of Los Angeles.

March 5-7, 2014 - Election Verification Network (EVN) Conference
Department staff presented an overview of the VSAP at the EVN Conference in San Diego. The conference was attended by academics, advocates, and subject matter experts.   Staff displayed and demonstrated the features of the looks-like prototype of the proposed ballot marking device.

Exhibit D: Community Events

February 25, 2014 - Voting Accessibility Advisory Committee Meeting
VSAP staff attended the VAAC meeting and presented progress updates to the committee. Particular attention was paid to our work with individuals with cerebral palsy and our continued commitment to accessibility for people with disabilities as our program progresses towards implementation.

January 27, 2014 - Quality and Productivity Commission
Executive and VSAP staff met with the Commission to provide an update on the progress of the project and present the system prototype. In August 2012, the Q&P provided the VSAP program with $470k in funding ($235k loan/ $235 grant) to begin the development and system design phase.

January 15, 2014 - Community Voter Outreach Committee (CVOC)
VSAP staff attended the quarterly CVOC meeting. At this meeting, staff provided a status update on VSAP efforts and invited members to visit our website for more detailed information on the project.

2013

November 7, 2013 - United Cerebral Palsy Los Angeles (UCPLA)
VSAP staff and IDEO project team met with members of UCPLA to gather feedback on a preliminary voting system prototype. VSAP and IDEO staff gathered feedback regarding the needs and desires in a voting system from voters with a wide-range and degree of disabilities.

October 29, 2013 - Voting Accessibility Advisory Committee (VAAC)
VSAP staff and IDEO project team met with the VAAC to provide an update on the VSAP and answer member questions.

October 15, 2013 - Clemson University
VSAP staff met with Clemson University to update each other on the progress of their work around voting system design and development.

October 2, 2013 - Community Voter Outreach Committee (CVOC)
VSAP staff met with the CVOC to provide an update on the VSAP and answer member questions.

September 9, 2013 - Georgia Tech Research Institute (GTRI)
VSAP staff met with GTRI to provide a VSAP status update and to discuss how the projects align and may support each other.

August 1, 2013 - Chief Executive Office and Chief Information Office
The VSAP and IDEO Project Teams met with the County's Chief Executive Officer, Chief Information Officer and some of their key staff to present the three initial design concepts and gather initial feedback from this group.

July 31, 2013 - VSAP Advisory Committee Meeting
The VSAP and IDEO Project Teams met with the VSAP Advisory Committee to present the three initial design concepts and gather initial feedback from Committee members. Members were presented the concepts and information on how the concepts were derived, and provided initial feedback.

Exhibit D: Community Events

July 30, 2013 - VSAP Technical Advisory Committee Meeting
The VSAP and IDEO Project Teams met with the VSAP Technical Advisory Committee to present the three initial design concepts and gather initial feedback from Committee members. Members were presented the concepts and information on how the concepts were derived, and provided initial feedback.

July 23, 2013 - Voting Accessibility Advisory Committee (VAAC)
VSAP staff met with the VAAC to provide an update on the VSAP. Members were informed that initial design concepts would be shared at the next VAAC meeting.

May 29, 2013 - VSAP Advisory Committee Meeting
The VSAP Advisory Committee met via conference call to discuss current VSAP activities related to the voting system related legislation, the VSAP design phase, and the VSAP Technical Advisory Committee.

February 26-28, 2013 - Future of Voting Systems Symposium
Department staff engaged in a three day symposium with academics, researchers, election officials, and other stakeholders to discuss the future of the voting system market and regulatory environment. During this symposium, I participated in a panel discussion with other election officials to discuss voting system modernization efforts being led by election jurisdictions.

January 28-29, 2013 - GTRI Meeting
Brad Fein, Principal Research Scientist and his team presented to and met with department staff and VSAP Advisory Committee members. The GTRI team presented initial findings of their work on usability and accessibility, and discussed how their continued research may align and help support VSAP efforts.

January 28-29, 2013 - NIST Meeting
John Wack and Mary Brady from NIST visited RR/CC headquarters to learn more about LA County's election operations and the VSAP. The VSAP Advisory Committee and Department staff met with the NIST representatives to discuss the role of NIST in the voting system certification process and LA County's election process and voting system modernization efforts.

2012

November 9, 2012 - Chief Executive Office, Chief Information Office and County Counsel
The Department has been working closely with staff from the Chief Executive Office, Chief Information Office and County Counsel in preparing the Statement of Work for the development of system design options. Constant communication has been maintained with these departments following an initial conference call on November 9, 2012.

October 30, 2012 - VSAP Advisory Committee
The VSAP Advisory Committee met on October 30, 2012 to discuss VSAP funding, the upcoming design phase, and the plan to establish a VSAP Technical Advisory Committee.

The VSAP Advisory Committee continues to provide the Department guidance as the VSAP moves from conceptualizing to designing and prototyping. The VSAP Advisory Committee is composed of experts, stakeholders, and community leaders from critical constituency groups and communities of interest. The Committee was established in response to a motion adopted by your Board in September 2010, establishing a platform for continued citizen participation and transparency.

Exhibit D: Community Events

August 28, 2012 - Voting Accessibility Advisory Committee
VSAP staff provided VAAC members an update on VSAP activities.

August 8, 2012 - Chief Executive Office and Board of Supervisor Deputies
CEO, William T Fujioka hosted a meeting to provide Board of Supervisors staff an update on the VSAP.
The RR/CC presented an overview of VSAP accomplishments, next steps, and challenges.

July 30, 2012 - Chief Information Office
The RR/CC met with CIO Richard Sanchez and Henry Balta with the purpose of discussing next steps for
the VSAP and a strategy for continued collaboration.

July 16, 2012 - CEO, Governmental and Legislative Affairs
The RR/CC met with CEO Intergovernmental and External Relations (IGEA) staff to provide an overview
of VSAP legislative/regulatory hurdles and discuss what support will be need from IGEA to address
those hurdles.

June 14, 2012 - Chief Executive Office
The RR/CC met with CEO William T Fujioka, and staff to provide an overview of VSAP accomplishments,
next steps, and challenges.

Exhibit E: Internal Project Team

Dean Logan

Registrar-Recorder/County Clerk
Executive Sponsor

Debbie Martin

Chief Deputy
Project Advisor

Jeramy Gray

Assistant Registrar-Recorder/County Clerk, Information Technology
Principal Project Manager

Kenneth Bennett

Information Technology Manager
Project Manager - Technology

Monica Flores

Executive Assistant
Project Manager – Administration and Public Engagement

Aaron Nevarez

Government and Legislative Affairs Manager
Project Advisor

Rita Figueroa

Assistant Registrar-Recorder/County Clerk, Administration
Project Advisor

Exhibit E: Internal Project Team

Tim McNamara

**Assistant Registrar-Recorder/County Clerk, Election Operations
Project Advisor**

Adrian Avelar

**VSAP Research and Legislation
Project Assistant**

Kenny Ling

**VSAP Contract Management and Budget
Project Assistant**

Marianne Felix

**VSAP Public Relations
Project Assistant**

Oscar Olmos

**VSAP Business Processes and Facilities, Vote Centers
Project Assistant**

Vinh Do

**VSAP Business Processes and Facilities, Vote by Mail
Project Assistant**

Exhibit F: Design Evolution

Stay Connected

For more information on the Voting Systems Assessment Project, visit our website at **VSAP.lavote.net**.

For inquiries, please email **vsap@rrcc.lacounty.gov**.

FOLLOW US ON SOCIAL MEDIA

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VSAP

VOTING SYSTEMS ASSESSMENT PROJECT

DEAN C. LOGAN
Registrar-Recorder/County Clerk

December 29, 2016

TO: Supervisor Mark Ridley-Thomas, Chair
            Supervisor Hilda Solis
            Supervisor Sheila Kuehl
            Supervisor Janice Hahn
            Supervisor Kathryn Barger

            Sachi A. Hamai, Chief Executive Officer

FROM: Dean C. Logan, Registrar-Recorder/County Clerk

VSAP Quarterly Report – 4th Quarter, 2016

The following is the fourth quarterly update of 2016, detailing project activities and accomplishments during the period of September 1 to November 30, 2016. This report is provided to inform your Board and the public on the progress of the Voting Systems Assessment Project (VSAP). This report is prepared in response to the motion adopted by your Board on September 7, 2010.

During this quarter, we transitioned from the project's Design and Engineering Phase (Phase III) into the Manufacturing and Certification Phase (Phase IV.) During this phase of the project we intend to manufacture and certify the new voting system that was designed through the VSAP. Furthermore, we intend to develop an implementation strategy for the new voting experience.

Engagement with Gartner

The Department identified Gartner, Inc. (Gartner) through a competitive solicitation process to support the VSAP implementation planning process which encompasses two tracks. The first is the Sourcing Strategy track which involves the preparation and planning for the future phases of VSAP through the development of a vendor sourcing and partnering strategy. The second is the Readiness Assessment track which is an overall assessment of the County's organizational and operational readiness for the envisioned future state of voting and election administration.

The Department started the engagement with Gartner through the Enterprise Services Master Agreement (ESMA) Work Order Agreement 2016-001. On October 24th, the Gartner team met with the VSAP Internal Project Team to discuss engagement activities. This meeting started with a tour of the Election Operations Center where Gartner observed the preparation work for the November General Election including: assembly of polling place supplies, system maintenance and storage of our current voting system, deployment of materials to Inspector Supply Pick-Up locations and other logistical activities associated with the Election. The second part of the meeting was conducted by Gartner and provided an overview of the timeline and deliverables for this engagement.

The Department is working closely with Gartner on a VSAP implementation plan. In the next few months, Gartner will support the Department in conducting an overall assessment of the County's organizational and operational readiness for the future state of election administration as well as develop the solicitation framework and guidelines for the selection process for manufacturers of the various system components.

Gartner observed the various election operations prior to and on Election Day by visiting early voting sites, polling places, ballot inspection and tally activities. In addition, Gartner has conducted interviews with stakeholders and subject matter experts in the Department including the VSAP Internal Project Team, the Information Technology Bureau and Election Operations staff.

The first of a series of workshops was conducted on November 21st. Gartner presented the early findings from their interviews, research and observation of elections operations. The key topics discussed were the sourcing strategy, roll-out strategy and the technology architecture.

IDEO Design Stewardship

On November 22nd, the Board of Supervisors authorized the Chief Executive Office to execute a new agreement with our design partner IDEO. In a design stewardship capacity, IDEO will ensure that the integrity of the system design is maintained to best meet the needs and preferences of voters. IDEO's extensive engagement during the system design and engineering phase makes them uniquely equipped to oversee design decisions during system manufacturing and to ensure that these modifications will not alter the proposed voter experience. Their continued engagement in the project will be important the project's success moving forward.

Phase III Report

The VSAP Phase III: System Design and Engineering Report has been published and is now available to the public on our website[1]. This report provides an overview of the milestones and accomplishments during Phase III of the project. It provides a summary of the extensive research and user testing, iterative design process, the evolution of the prototypes, legislation-related efforts, as well as the different engagement activities conducted to arrive at the final system design. The report discusses in detail the envisioned voting experience and its components to expand the election services in the County.

Public Engagement

During this reporting period, the VSAP team conducted system demonstrations for different groups and organizations. These events were opportunities to gather feedback as well as increase the public's awareness of the future state of elections in the County.

September 27, 2016 - National Voter Registration Day (NVRD) Outreach Event
The voting system prototypes were displayed at an NVRD event held at RR/CC headquarters. During this event different organizations, County employees, media organizations and the general public had the opportunity to interact with the BMD prototype and learn more about the different components of the future voting experience.

October 3, 2016 – Department of Human Resources ePR Kickoff Meeting
The VSAP team gave a demonstration of the BMD prototype to the staff of the Department of Human Resources.

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[1] http://vsap.lavote.net/wp-content/uploads/2016/11/VSAP-Phase-III-Report.pdf

October 3, 2016 – "Politics Meets Tech" Conference
The VSAP team gave an overview presentation about the project and the development of the new voting technology. Prototypes were also on display for attendee interaction. This event was organized by PoliNav and hosted at the University of Southern California. It was attended by USC students and representatives from various non-profit organizations.

October 5, 2016 – Community and Voter Outreach Committee (CVOC) Meeting
We provided a project update to the members of the CVOC on the various community activities that we participated in including prototype demonstrations and project overview presentations.

October 12, 2016 – Voting Accessibility Advisory Committee (VAAC) Meeting
The VSAP team gave an update to the members of the committee regarding the current activities in the project such as the partnership with Gartner and community presentations. The members of the VAAC have stated their commitment to the project and expressed support for future voter outreach and education efforts in their respective communities.

October 13, 2016 – Civil Grand Jury Meeting and Tour
The VSAP team provided BMD demonstrations for the Civil Grand Jury as they toured the RR/CC headquarters.

October 18, 2016 - Communities Actively Living Independent and Free (CALIF)
CALIF invited the VSAP team to conduct a demonstration of the BMD prototype touch screen and audio interface. Specific elements of the new voting experience were well received in particular the Interactive Sample Ballot (ISB), early voting and vote centers.

October 21, 2016 – Cambodian Journalists Department Tour
Several journalists from Cambodia observed the different operations within the Department. Part of the tour was a demonstration of the new voting system and the opportunity to interact with the prototype.

October 27, 2016 – Los Angeles County Management Council (LACMC) Fall Educational Conference
Jeramy Gray presented the current and future state of elections in the County at the LACMC Conference. Managers from different County Departments had the opportunity to go through a simulated voting process on the Ballot Marking Device (BMD).

November 2, 2016 – Stevie Wonder Visit
During his visit to the Department, the VSAP team requested Stevie Wonder to interact with the accessibility features of the new voting system. He simulated a voting experience using the audio interface and the tactile keypad. He expressed positive feedback and his support for the new system.

November 5, 2016 – Project Presentation and Prototype Demonstration for Mexico Study Group
The Mexican delegation learned about the project and experienced the voting process on the BMD.

Media Coverage

November 1, 2016 - Voting Technology Needs an Upgrade, But Who Will Pay for It?
http://www.governing.com/topics/elections/gov-voting-technology-machines.html

VSAP Newsletter

Attached to this report is the latest issue of the quarterly newsletter which is produced to keep the VSAP Advisory Committee, VSAP Technical Advisory Committee and the public informed on activities and developments in the project.

About the VSAP

Launched in September 2009, the Voting Systems Assessment Project (VSAP) was developed by the Department in response to the growing voting system needs and challenges faced by the County. While the County's current voting system has served the voters of Los Angeles County with accuracy and integrity, the design of these systems and the age of their technology do not offer the technical and functional elasticity necessary to continue to accommodate the growing and increasingly diverse electorate.

The size and diversity of Los Angeles County and the limited voting systems market, however, make it almost impossible to reasonably consider a commercial off-the-shelf voting system solution. Any voting system solution will entail a significant development or customization process in order to satisfy the County's needs, General Voting System Principles and technical requirements.

In response to these needs and challenges, the VSAP takes an unprecedented and comprehensive approach at modernizing the County's voting system. The vision of the project is to implement a voting system through a transparent process that takes into account the needs and expectations of current and future Los Angeles County voters. The VSAP aims at achieving three goals in this process: 1) give current and future Los Angeles County voters an unprecedented opportunity to participate in the assessment and development process; 2) increase voter confidence in the electoral process through the participatory structure of the project; 3) synthesize public input and research to acquire or develop a new voting system for the County.

Stay Connected

More information regarding the Voting System Assessment Project (VSAP) is available to the public online at vsap.lavote.net. The pages on our website are frequently updated with news and information and are a great way to stay connected with the progress of the project between quarterly reports. We strongly encourage public input throughout the process and look forward to continuing to work with your Board on this critical project.

If you have any questions, please contact me directly or your staff may contact Jeramy Gray, Principal Project Manager and Assistant Registrar-Recorder/County Clerk, at jgray@rrcc.lacounty.gov or (562) 462-2714.

VSAP

ISSUE 7
DECEMBER 2016

VOTING SYSTEMS ASSESSMENT PROJECT

Quarterly Newsletter

MESSAGE *from Dean*

The recently concluded November General Election presented valuable insights that are significant to the VSAP. During this election, we expanded on election services by providing voters new opportunities to cast a ballot. Voters responded well to the expansion of election services such as early voting and ballot drop-off locations. Over 25,357 voters cast a ballot at an early voting location. This validates the need to expand beyond the one-day, one-location polling place model and the necessity of providing services that are better aligned with the lifestyle of our voters. The VSAP's vision is to create a voting experience that responds well to our voter's expectations, while ensuring transparency and accountability.

This newsletter provides an update on project milestones and activities during this past quarter. Moving forward to 2017, we anticipate another year of collaboration with various stakeholders and the public as we tackle this critical stage in the project. As always, your feedback and involvement is highly encouraged and appreciated.

DEAN C. LOGAN
Registrar-Recorder/County Clerk
Los Angeles County

KICKOFF MEETING WITH GARTNER

W e officially kicked-off the VSAP Manufacturing and Certification Phase (Phase IV). To kick-off this phase, on October 24th, the VSAP team met with Gartner to discuss the activities and tasks for the next few months.

Gartner is an information technology research and advisory company who will assist with the development of a sourcing strategy and implementation plan for the new voting experience designed through the VSAP. To achieve this goal, through this engagement, Gartner will conduct a departmental readiness assessment and a market scan of potential manufacturers to build the different components of the new voting system.

Gartner Team tours the Election Operations Center (EOC) where the different polling place supplies, equipment, and current voting system is maintained and stored.

The work continues as we discuss the critical next steps in the project for the Manufacturing and Certification Phase.

PUBLIC ENGAGEMENT

It was an eventful quarter with numerous election-related activities. We continue to involve communities and organizations for prototype demonstrations and feedback. Our comprehensive outreach efforts continue in this new phase of the project.

COMMITTEE MEETINGS

We gave a project update to the members of the Community and Voter Outreach Committee (CVOC) on October 5th and to the members of the Voting Accessibility Advisory Committee (VAAC) on October 12th. The update provided an overview of milestones and next steps.

PROTOTYPE DEMOS

SEPTEMBER 27, 2016
National Voter Registration Day (NVRD)

Prototypes were on display during a departmental National Voter Registration (NVRD) event to encourage widespread voter registration. Organizations, County staff, media, and the public experienced a simulated voting exercise using the BMD.

## Department of Human Resources ePR Kickoff Meeting

Department of Human Resources staff interacted with the prototype during on on-site visit. Participants were impressed with the look and feel of the voting system.

OCTOBER 3, 2016
"Politics Meet Tech" Event at USC

PoliNav, an organization who aims to keep voters informed about the legislative process hosted an event to showcase current technologies such as mobile apps and online platforms that seek to increase voter participation, awareness on current issues, voter guide on candidates and measures on the ballot, as well as other technologies that help safeguard human rights. During this event, we provided attended demonstrations of the BMD and presented on overview of the project.
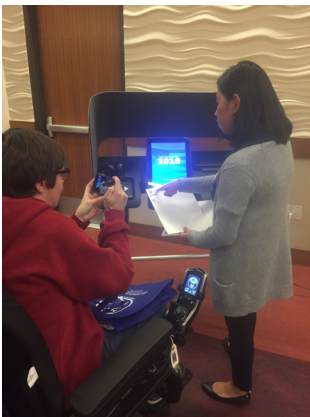
Monica Flores, VSAP Project Manager, gave a presentation about the project to USC students and other organizations present at the event.

PUBLIC ENGAGEMENT

OCTOBER 13, 2016
Civil Grand Jury Tour

The VSAP team prepared a display of the voting system for the Civil Grand Jury and gave a demonstration of the new voting experience.

OCTOBER 18, 2016
Communities Actively Living Independent and Free (CALIF)

CALIF invited the VSAP team to conduct a demonstration of the BMD prototype touch screen and audio interface. The members of the organization were happy to learn about the Interactive Sample Ballot, Early Voting and Vote Centers which would greatly benefit their community.

OCTOBER 21, 2016
Cambodian Journalists Visit

Kenneth Bennett, VSAP IT Project Manager, explained the step-by-step voting process to the Cambodian Journalists during their tour of the Department.

OCTOBER 27, 2016
Los Angeles County Management Council (LACMC) Fall Educational Conference

The VSAP team demonstrated the voting process on the Ballot Marking Device (BMD) and its other features such as the Interactive Sample Ballot (ISB) and the audio user interface to fellow LA County employees who attended the LACMC Fall Conference.


Managers from different County Departments learned more about the VSAP through a presentation given by Jeramy Gray, Principal Project Manager.
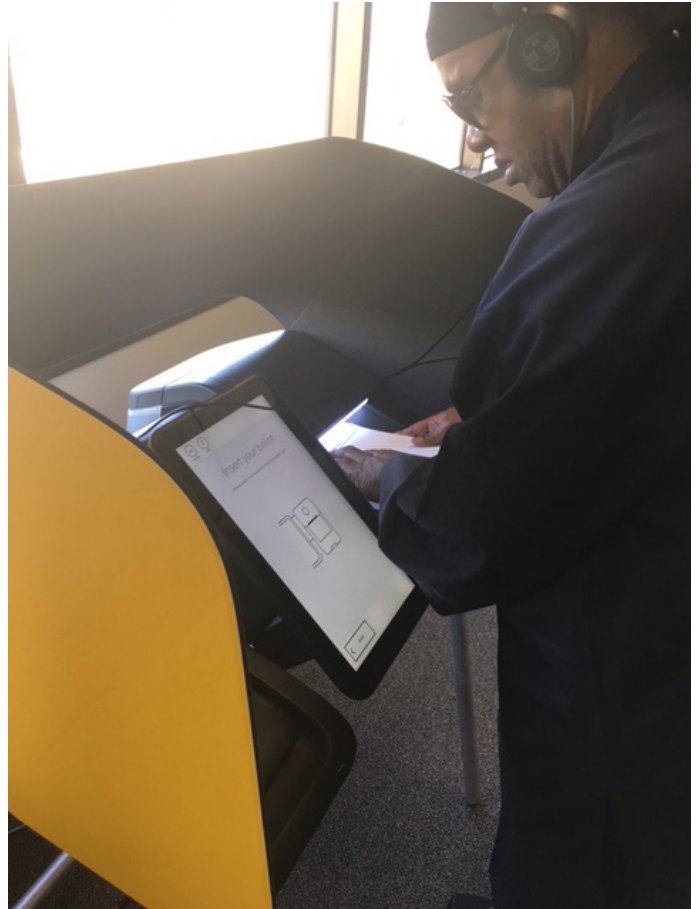
PUBLIC ENGAGEMENT

Mexico Study Group

We provided an overview presentation and BMD demos to a group of elected officials and election administrators who visited us as a study group. Participants were excited about the project and are interested in continued discussions to share best practices.

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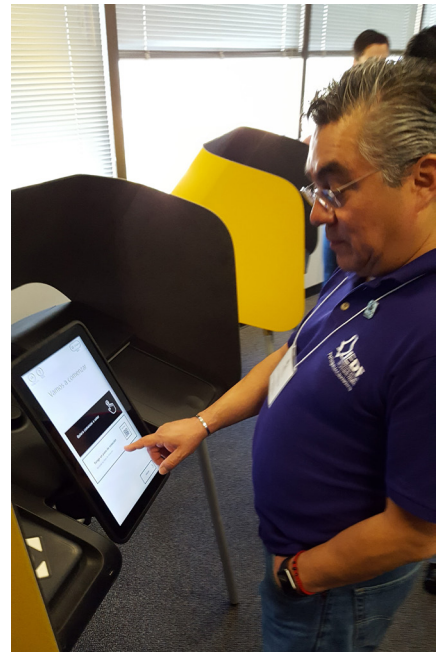
SPECIAL NEWS

Musical legend Stevie Wonder dropped by the office where we had the opportunity to share the BMD with him. He used the BMD audio interface and the tactile keypad to simulate the voting experience. We explained to him the process and the accessibility features of the system. He was impressed by the features of the device and indicated his support for the project.

PHASE III REPORT

We released our official report on the System Design and Engineering Phase. This report sums up all Phase III activities including user testing, committee meetings, community engagement activities and the design evolution of the system. Most importantly, the report provides comprehensive information on the various components of the new voting experience which will change the way Los Angeles electorate will vote in future elections.

You may access the Phase III Report on the VSAP website:
http://vsap.lavote.net/wp-content/uploads/2016/11/VSAP-Phase-III-Report.pdf

IN THE NEWS

The link below provide access to the news article that features the VSAP:

November 1, 2016 - Voting Technology Needs an Upgrade, But Who Will Pay for It?
http://www.governing.com/topics/elections/gov-voting-technology-machines.html

STAY CONNECTED

HAVE YOU VISITED OUR NEW WEBSITE?

Get the latest updates and project developments at **VSAP.lavote.net**

You can view an animated video of the envisioned future voting experience in LA County. Learn more about the project, access full research reports, media coverage, and read the blogs from our team and committee members.

INTERESTED IN SHARING YOUR THOUGHTS ON THE PROJECT?

Submit it at **vsap@rrcc.lacounty.gov** to be featured on our blog.

FOLLOW US ON SOCIAL MEDIA

@lacountyrrcc